



Performance Report  
July - December 2011

Prepared by:  
Division of Management Services  
Bureau of Performance Management



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## Wisconsin Department of Children and Families Values

Wisconsin Department of Children and Families will:

- Make decisions and act based on the best interests of children and their families because Wisconsin's future is dependent upon their success today.
- Partner with the people of Wisconsin to keep children safe, promote economic stability and ensure the success of children and families, because it is our shared responsibility.
- Share information, seek input and explain our actions, because we value transparency and accountability.
- Treat everyone with dignity and respect, because we believe in everyone's inherent value.
- Manage our resources efficiently, because we value good stewardship.
- Support, develop and hold accountable our employees and contractors, because their performance is vital to our success.
- Keep learning about and applying what works, because we want to continually improve what we do.

*Protecting Children. Strengthening Families. Building Communities.*



# Performance Report July - December 2011 Data Contents

Each KidStat Performance Report faithfully captures data for the Real Results and performance measures that were discussed in KidStat meetings during the covered time period. For most Real Results, we track and report on performance measures in the same way over time. In a few cases, though, we have made modifications to measures for reasons such as:

- A change in data source (from a hand count to an automated count, for example);
- An updated measure (we developed a more accurate way to measure progress); and
- An eliminated or added measure (due to a shift in focus or because an old measure was no longer useful).

As well, each Real Result is reported for different time periods based on the availability of data from the different sources used.

Real Result	Timeframe
Children are safe from abuse and neglect -Statewide	July – December 2011
Children are safe from abuse and neglect - BMCW	July – December 2011
Children achieve permanency - Statewide	July – December 2011
Children achieve permanency – BMCW	July – December 2011
Families increase income - W-2 program	July – December 2011
Parents receive quality customer service	July – December 2011
Families increase income - Child Support program	July – December 2011
Child care funds are well spent and fraud is minimized	July – December 2011
Children are safe in licensed and certified child care settings	July – December 2011
Customers Receive Quality Service - Milwaukee Early Care Administration	July – December 2011
Children attend high quality child care and early education programs	July – December 2011



	<b>Real Result (What we work to achieve)</b>	<b>Output (How we measure it)</b>	<b>Pg #</b>
1	<b>Children are safe from abuse and neglect</b>	Children are safe when in our custody.	7-8, 19
2		Initial assessments are completed in a timely manner.	15
3		Initial contacts with the child victim are made in a timely manner.	16
4		Monthly face-to-face contacts are made in a timely manner.	17
6		Timely health screens are performed on children in custody.	18
7	<b>Children achieve permanency</b>	Children experience stability in their out of home placement.	9, 20, 22
8		Children spend minimal time in out of home care.	10-12, 14, 21, 23
9		Once children exit out of home care, they do not re-enter.	13
11	<b>Families increase income</b>	Parents are prepared to find employment.	26-27
12		Parents are supported in their application for Supplemental Security Income/Social Security Disability Insurance.	28-29
13		Parents are able to retain employment over time.	30-31
14		Eligible individuals are placed in transitional jobs.	34
15	<b>Parents receive quality customer service</b>	Any parent applying for or receiving W-2 for at least 30 days completes a customer satisfaction survey.	32-33



	<b>Real Result (What we work to achieve)</b>	<b>Output (How we measure it)</b>	<b>Pg #</b>
16	<b>Families increase Income</b>	Children have a court order for child support.	35
17		Children have legal fathers.	36
18		Child support is a stable, reliable source of income for families.	37
19		Unpaid child support debt balances are collected.	38
20		DCF effectively and efficiently uses federal and local resources.	39
21	<b>Child care funds are well spent and fraud is minimized</b>	Improper payments to providers and clients are reduced.	42-43, 45-46
22		Authorizations are appropriate to the needs of the family.	44
23	<b>Customers Receive Quality Service</b>	Average time-to-answer for customer calls to the Milwaukee Early Care Administration	47
24	<b>Children attend high quality child care and early education programs</b>	Percentage of YoungStar Applications Received and Rated	48
25		Percentage of Child Care Staff at Higher Levels of the Registry by Child Care Region	49



# Wisconsin Department of Children and Families Performance Measures

## Children are safe from abuse and neglect.

### Performance Measure 1: **OUT OF HOME CARE MALTREATMENT**

**Objective:** Increase the number of children who are NOT victims of maltreatment while in out of home care (OHC).

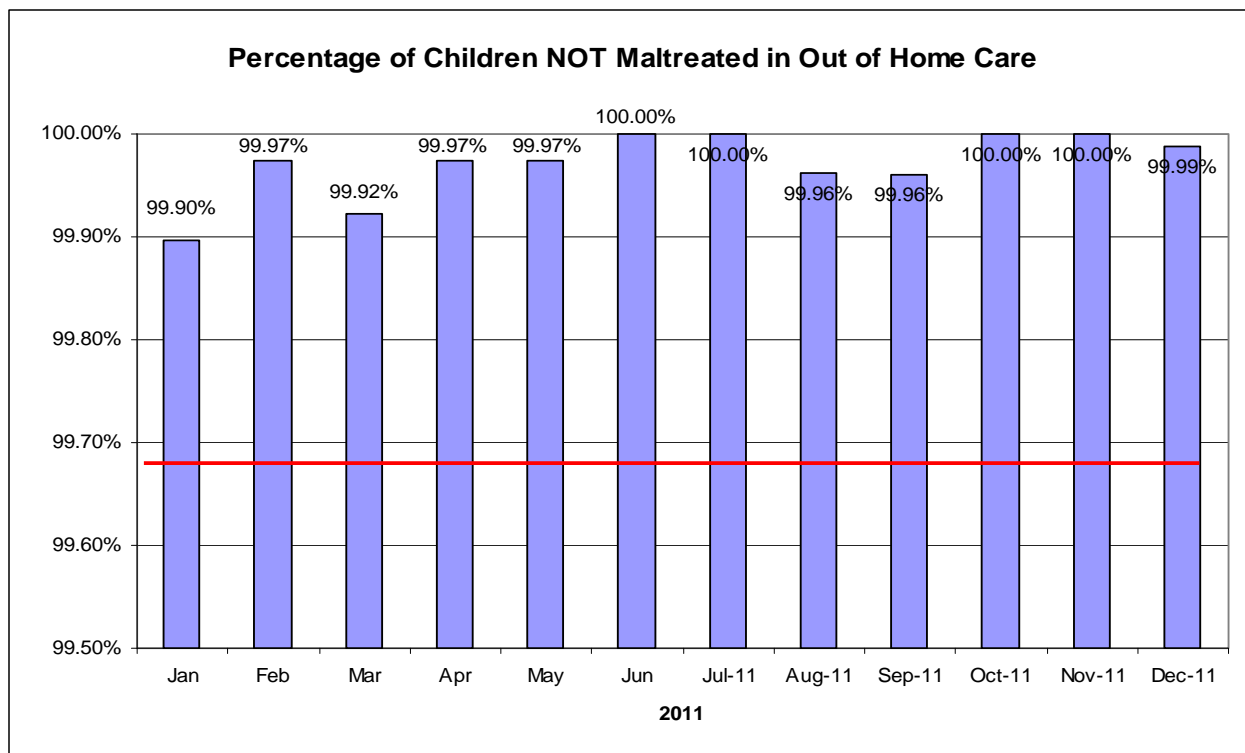
**Significance:** Counties are expected to protect the well-being and safety of children while in their custody.

**Target:** Wisconsin performance should not fall below the 75th percentile that 99.68% of all children in OHC are not maltreated. Target represented by the red line in the below graph.

**Measurement Method:** Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children in OHC during the reporting period. Numerator is number of children who were NOT maltreated in OHC.

**Owner:** Fredi Bove, Division Administrator

**Progress:** Performance was well above the target throughout 2011. Twenty-seven children were maltreated in OHC during 2011. Twenty in the first six months of the year and 7 between July and December. This is an improvement over 2010 when 50 children were maltreated in OHC.



Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Children are safe from abuse and neglect.

### Performance Measure 2: **RECURRENCE OF MALTREATMENT**

**Objective:** Increase the number of children who are NOT repeat victims of maltreatment within six months of the initial maltreatment substantiation.

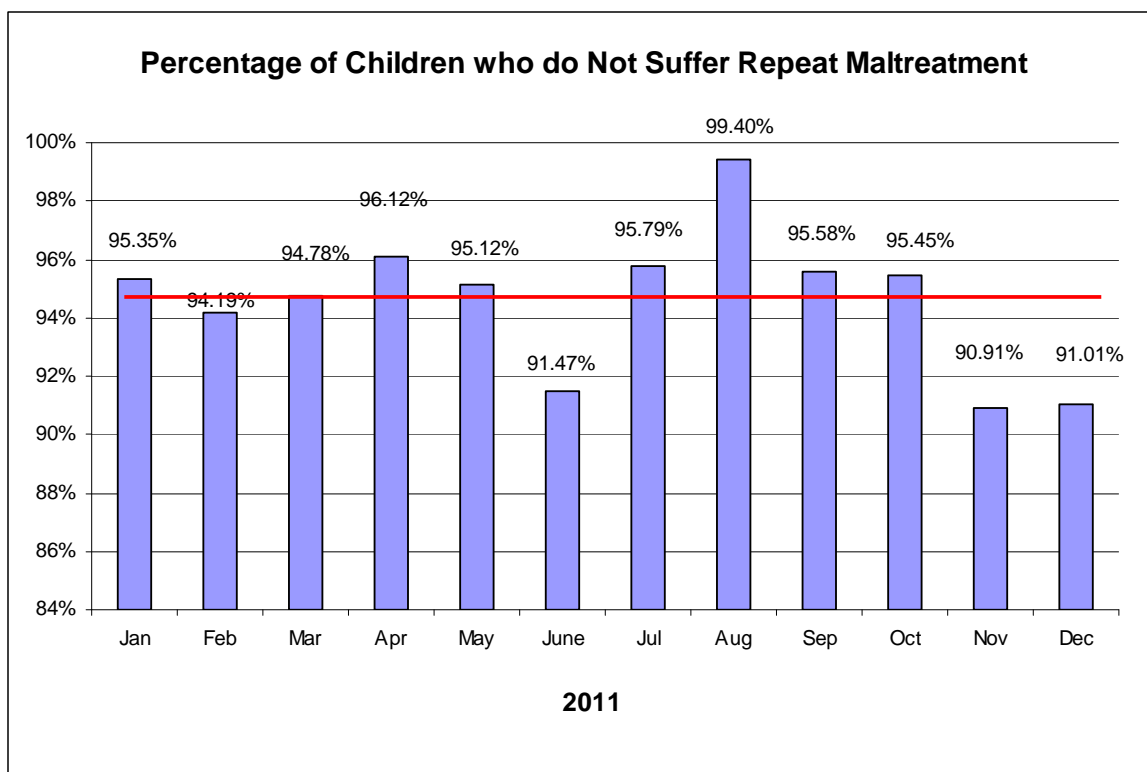
**Significance:** Counties are expected to identify permanency solutions that reduce the likelihood of repeat maltreatment.

**Target:** Wisconsin performance should not fall below the 75<sup>th</sup> percentile that 94.6% of children are not repeat victims of maltreatment within six months of substantiation. Target represented by the red line in the below graph.

**Measurement Method:** Data is collected from the statewide automated case management database, eWiSACWIS. Denominator is all children who were maltreated. Numerator is all children without a recurring maltreatment within six months of initial substantiation.

**Owner:** Fredi Bove, Division Administrator

**Progress:** In 2011, 69 children experienced a recurrence of maltreatment. An improvement over 2010 when 100 children experienced a recurrence. The state exceeded the federal target in 8 of 12 months.



Target Direction:





# Wisconsin Department of Children and Families Performance Measures

## Children achieve permanency.

### Performance Measure 3: **PLACEMENT STABILITY**

**Objective:** Reduce the number of placements children experience while in out of home care (OHC).

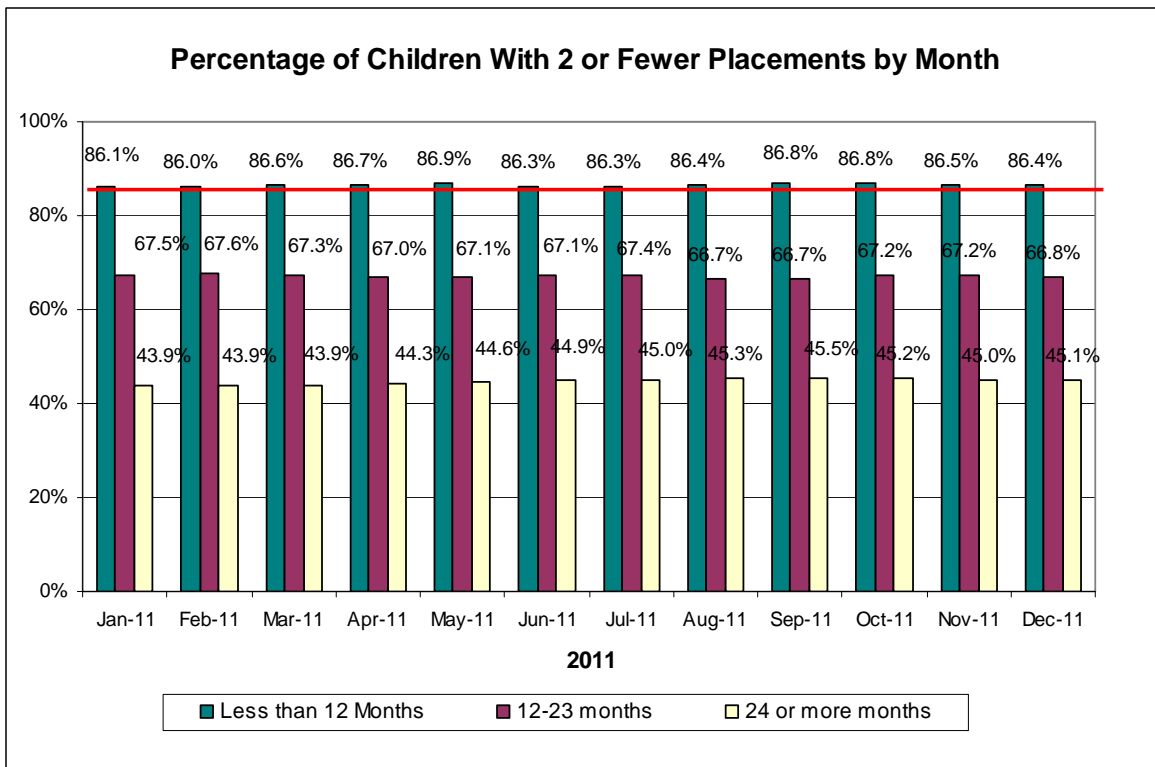
**Significance:** Counties are expected to minimize the number of placements children experience given the disruption and negative effects each placement change can cause.

**Target:** Wisconsin performance should not fall below the 75<sup>th</sup> percentile that 86% of children in care less than 12 months, 65.4% in OHC 12-24 months, and 41.8% in OHC more than 24 months have 2 or fewer placements. Target for the under 12 months measure represented by the red line in the below graph.

**Measurement Method:** Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children in OHC for the relevant time period. Numerator equals all children in OHC for the relevant time period with 1 or 2 placement settings.

**Owner:** Fredi Bove, Division Administrator

**Progress:** Performance exceeded the target on all three measures for every month of 2011.



Target Direction:



**Wisconsin Department of Children and Families Performance Measures**  
**Children achieve permanency.**

### Performance Measure 4: TIME TO REUNIFICATION

**Objective:** Increase the number of children who are reunified with parents or caretakers within 12 months.

Significance: Counties are expected to work with families to determine whether reunification is an appropriate permanency solution once a child is removed from the home.

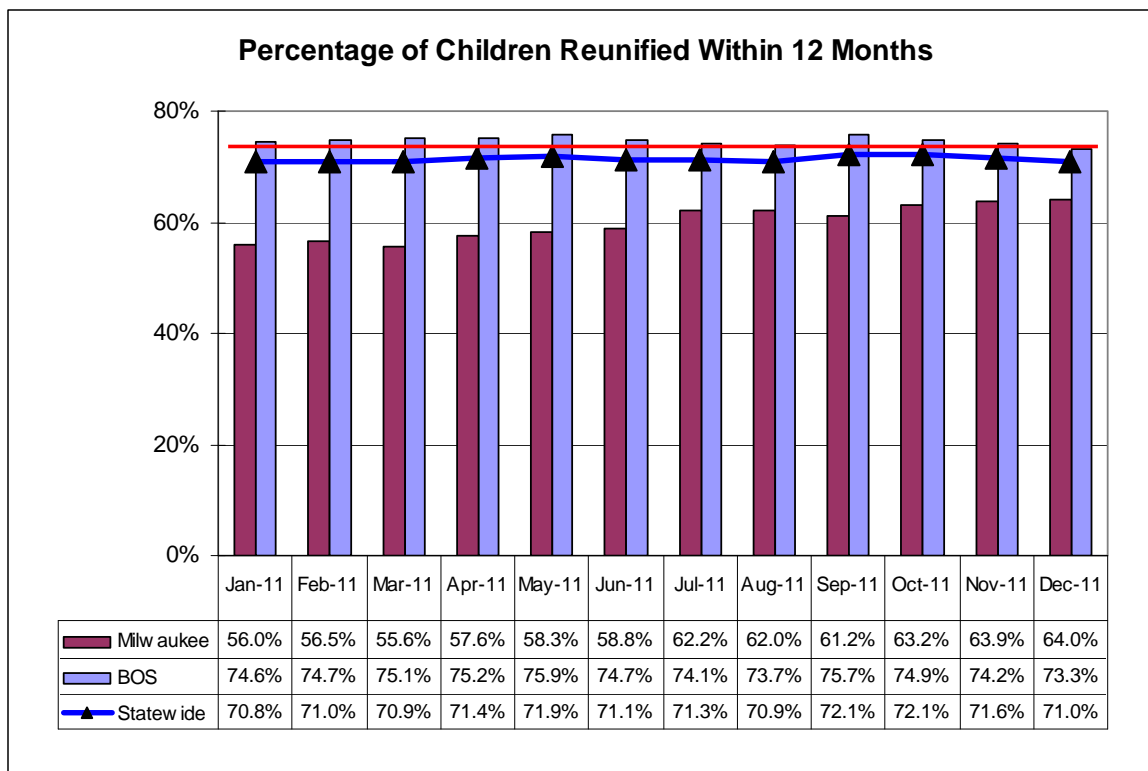
**Target:** Wisconsin performance should not fall below the 75<sup>th</sup> percentile that 75.2% of children are reunified within 12 months.

Target is represented by the red line in the below graph.

**Measurement Method:** Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children reunified within the reporting period. Numerator equals the number of children reunified within 0 to 12 months from the time of the latest removal from home.

Owner: Fredi Bove, Division Administrator

**Progress:** Statewide performance improved slightly from 69.8% in December 2010 to 71.0% in December 2011 (blue line). The balance of state consistently exceeded the target on this measure.



Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Children achieve permanency.

### Performance Measure 5: **TIME TO ADOPTION I**

**Objective:** Increase the number of children who have been in out of home care (OHC) for 17 months or longer who are adopted within a given reporting year.

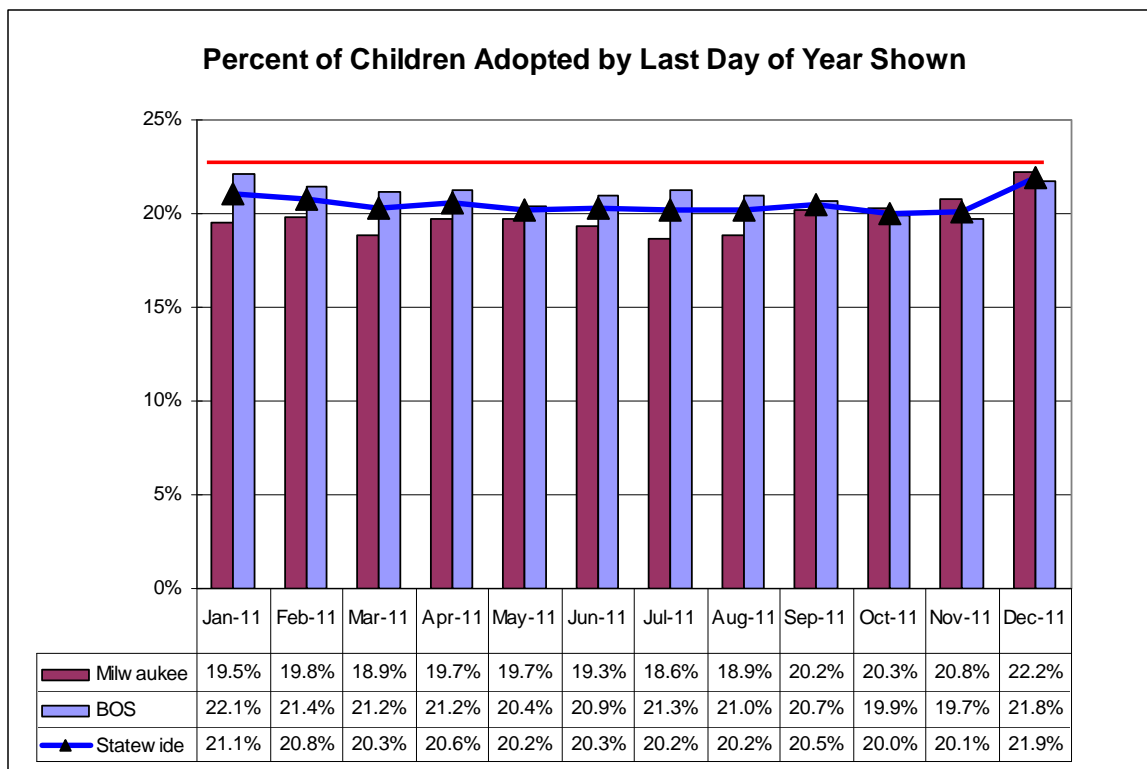
**Significance:** Counties are expected to identify and pursue adoption as a permanency solution, when appropriate, as quickly as possible once a child is removed from the home.

**Target:** Wisconsin should not fall below the 75th percentile that 22.7% of adopted children who have been in OHC for 17 months or longer are adopted within 12 months of the reporting year in which 17 months is reached. Target represented by the red line in the below graph.

**Measurement Method:** Denominator equals all children in OHC for more than 17 consecutive months as of the month 1 year prior to the month being measured. Numerator is the number of these children who were adopted by the time of the month being measured.

**Owner:** Fredi Bove, Division Administrator

**Progress:** Statewide performance improved slightly from 20.8% in December 2010 to 21.9% in December 2011 (blue line).



Target Direction:

# Wisconsin Department of Children and Families Performance Measures

## Children achieve permanency.

### Performance Measure 6: **TIME TO ADOPTION II**

**Objective:** Increase the number of children who have been in out of home care (OHC) for 17 months or longer who become legally free for adoption within six months.

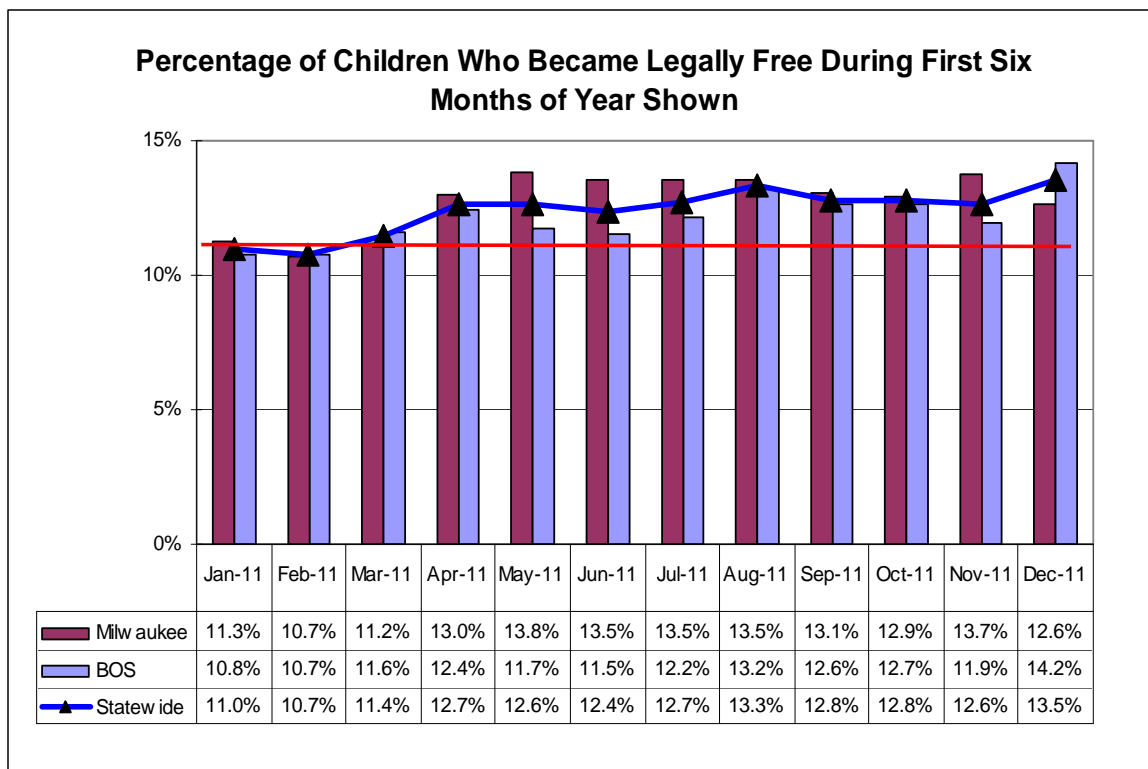
**Significance:** Counties are expected to identify and pursue adoption as a permanency solution, when appropriate, as quickly as possible once a child is removed from the home.

**Target:** Wisconsin performance should not fall below the 75<sup>th</sup> percentile that 10.9% of children in foster care 17 months or longer are adopted within six months. Target represented by the red line in the below graph.

**Measurement Method:** Denominator equals all children in OHC 17 consecutive months or longer on the first day of the year shown, and who were not legally free for adoption prior to that day. Numerator is the number of these children who became free for adoption (termination of parental rights) during the first six months of the year shown.

**Owner:** Fredi Bove, Division Administrator

**Progress:** Statewide performance on this measure improved from 11.8% in December 2010 to 13.5% in December 2011, and exceeded the standard for the last 10 months of the year (blue line).



Target Direction: 

# Wisconsin Department of Children and Families Performance Measures

## Children achieve permanency.

### Performance Measure 7: **RE-ENTRY AFTER REUNIFICATION**

**Objective:** Reduce the number of children who re-enter out of home care (OHC), within 12 months of a previous episode.

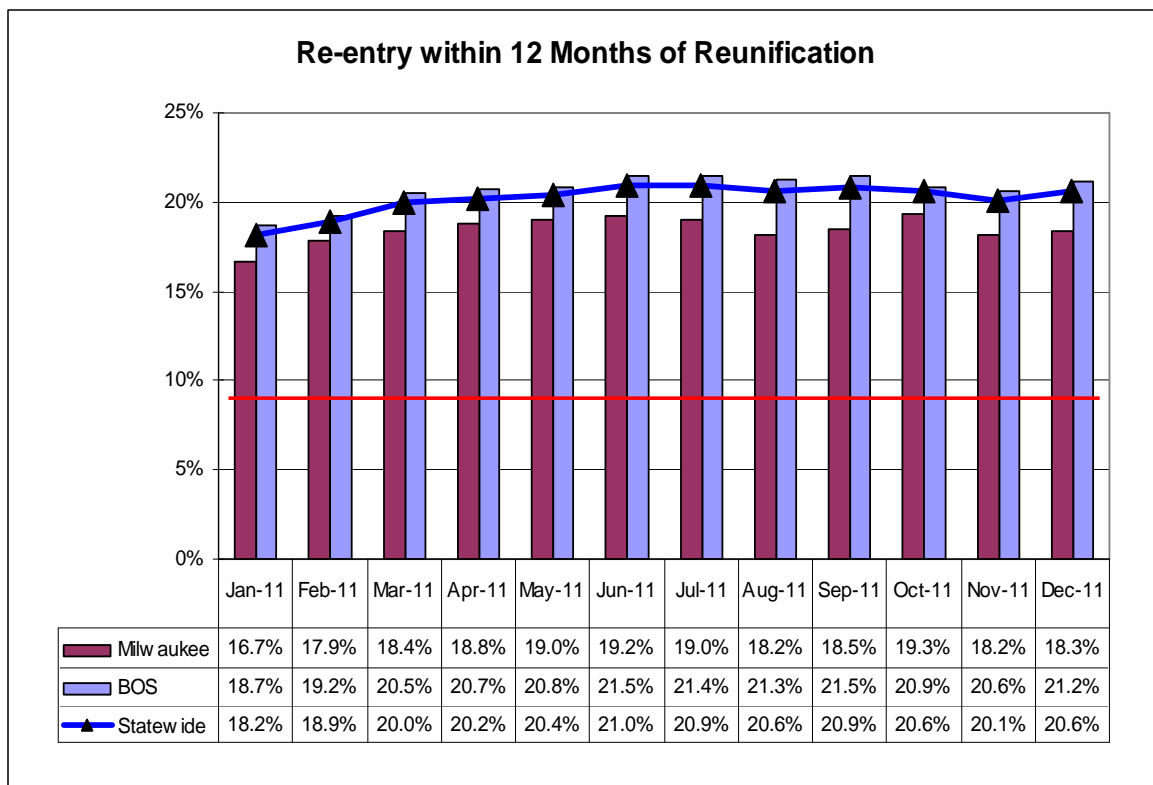
**Significance:** Counties are expected to identify and pursue permanency solutions for children in order to minimize the likelihood that the children will subsequently return to OHC.

**Target:** Wisconsin performance should not finish above the 25<sup>th</sup> percentile target that of all children who are discharged to reunification, 8.6% or fewer re-enter within 12 months. Target represented by the red line in the below graph.

**Measurement Method:** Data is collected from the statewide automated case management database, eWiSACWIS. Denominator is the number of children discharged to reunification during the reporting period. Numerator is all children entering care within 0 to 12 months of a previous discharge to reunification.

**Owner:** Fredi Bove, Division Administrator

**Progress:** Statewide performance worsened from 18.1% in December 2010 to 20.6% in December 2011 (blue line).



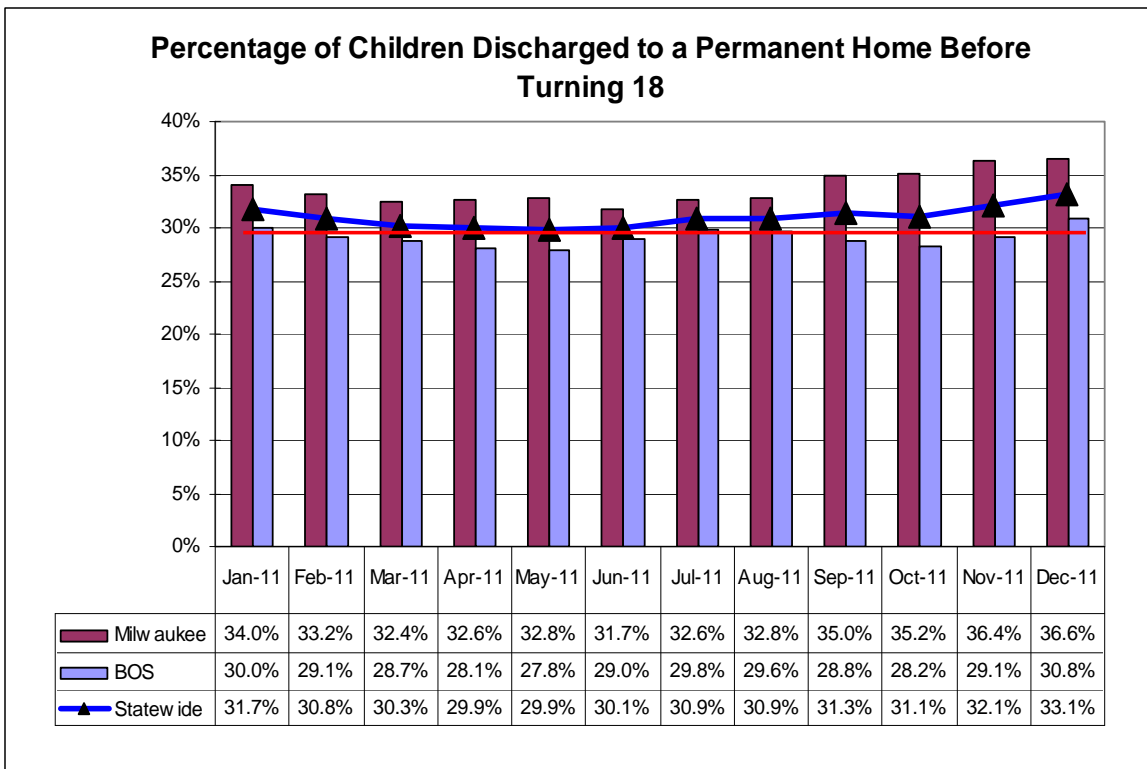
Target Direction:



**Wisconsin Department of Children and Families Performance Measures**  
**Children achieve permanency.**

## Performance Measure 8: ACHIEVING PERMANENCY

Objective:	Increase the number of children in out of home care (OHC) 24 months or longer, who are discharged to a permanent placement before their 18 <sup>th</sup> birthday.
Significance:	Counties are expected to work towards a permanent placement for children removed from their families.
Target:	Wisconsin performance should exceed the 75 <sup>th</sup> percentile target that 29.8% of children in OHC 24 months or longer are released to a permanent placement before they turn 18. Target represented by the red line in the below graph.
Measurement Method:	Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children in OHC for 24 months or longer at the beginning of the year. Numerator is the number of these children discharged to a permanent placement within 12 months.
Owner:	Fredi Bove, Division Administrator
Progress:	Statewide performance has improved from 32.0% in December 2010 to 33.1% in December 2011 (blue line), and the state continues to meet the target (red line).



### Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Children are safe from abuse and neglect.

### Performance Measure 9: INITIAL ASSESSMENT TIMELINESS

**Objective:** Increase the timely completion of initial assessments (IAs).

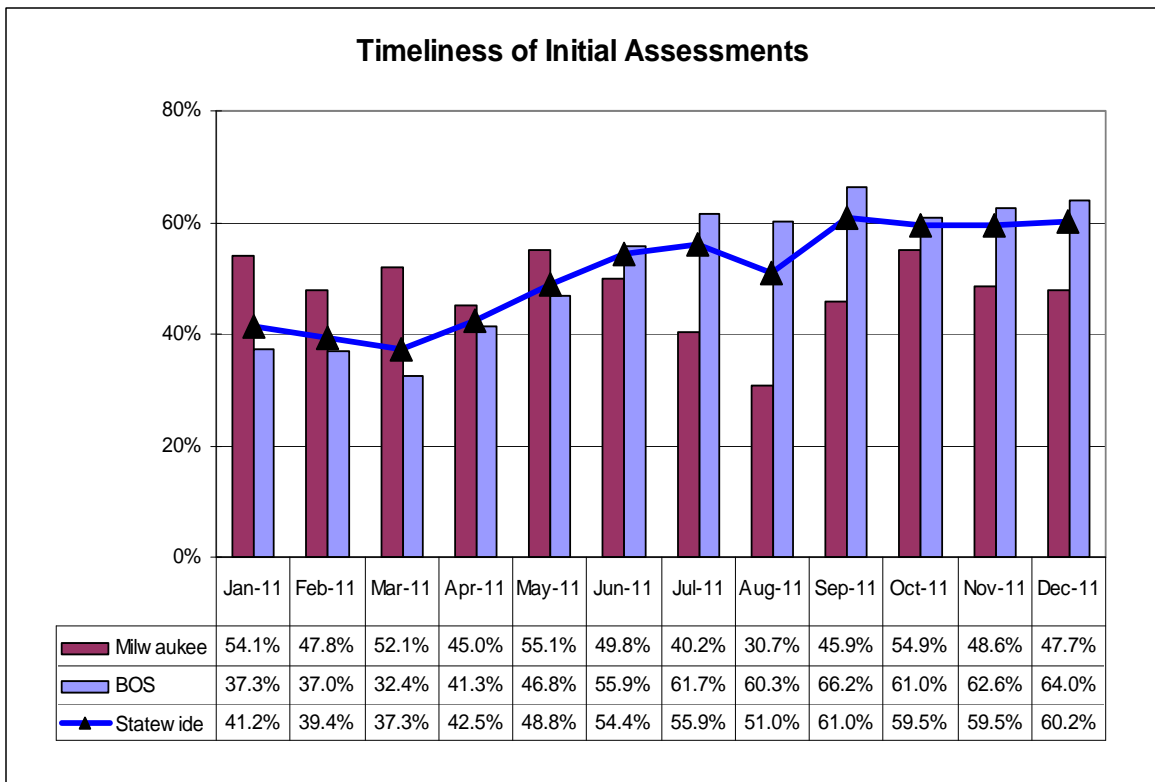
**Significance:** Counties are expected to conduct a comprehensive assessment to assess, analyze and, when necessary, control for threats to child safety, determine need for protective or ongoing services, determine whether maltreatment occurred, and assist families in identifying community resources.

**Target:** Complete 100% of initial investigations within 60 days.

**Measurement Method:** Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all investigations completed for the reporting period. Numerator is all investigations completed within 60 days of assignment for the reporting period.

**Owner:** Fredi Bove, Division Administrator

**Progress:** Statewide performance has improved from 51.0% in December 2010 to 60.2% in December 2011 (blue line), but is still below the standard of 100%.



Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Children are safe from abuse and neglect.

### Performance Measure 10: INITIAL CONTACT TIMELINESS

**Objective:** Increase the timely completion of initial contacts.

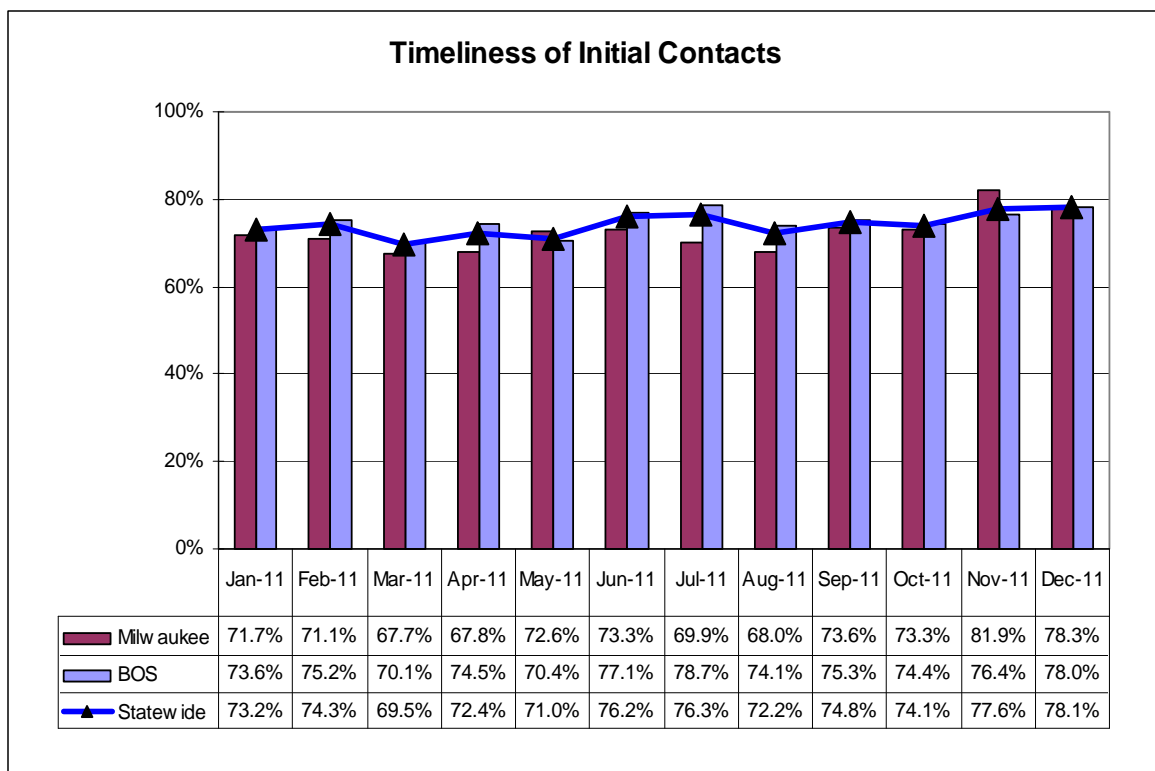
**Significance:** Counties are expected to assure the timely safety assessment of an alleged child victim.

**Target:** Complete 100% of initial contacts in a timely manner relative to assigned response time.

**Measurement Method:** Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all initial face-to-face contacts for the reporting period relative to response time. Numerator is all the initial face-to-face contacts completed within assigned response time for the reporting period.

**Owner:** Fredi Bove, Division Administrator

**Progress:** Statewide performance on this measure improved from 69.8% in December 2010 to 78.1% in December 2011 (blue line) but is still below the standard of 100%.



Target Direction:





# Wisconsin Department of Children and Families Performance Measures

## Children are safe from abuse and neglect.

### Performance Measure 11: CASEWORKER CONTACT TIMELINESS

**Objective:** Increase the timeliness of monthly caseworker contacts.

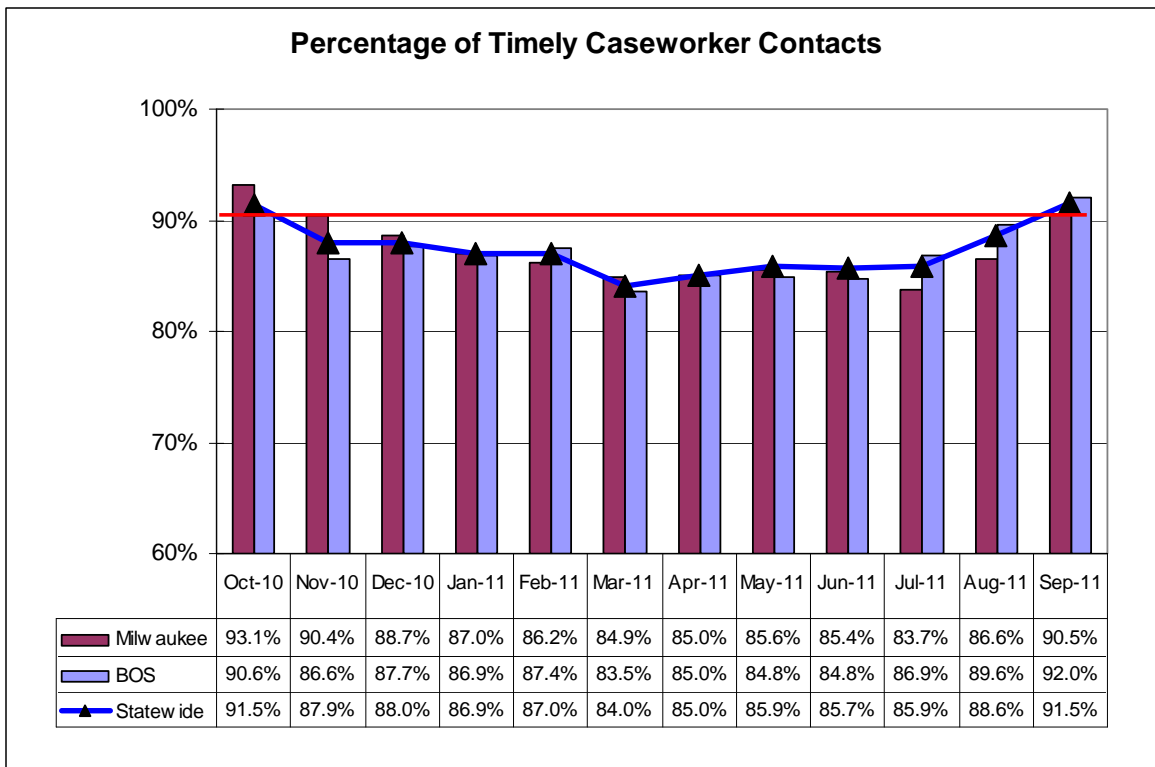
**Significance:** County caseworkers are required to have face-to-face contact with each child on their caseload once a month.

**Target:** Caseworkers see 90% of children in the out of home care (OHC) caseload each month. Target represented by the red line in the below graph.

**Measurement Method:** Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children in OHC during the course of the federal fiscal year (Oct. 2010 – Sep. 2011). Numerator is the number of children in OHC who have received a face-to-face caseworker contact each month that they've been in care during the federal fiscal year.

**Owner:** Fredi Bove, Division Administrator

**Progress:** Wisconsin performance exceeded the federal standard of 90% in FFY 2011, with 91.5% of children receiving timely caseworker contacts. In FFY 2012, the federal standard increased to 95%. As of November 2011, Wisconsin has been timely on 93.2% of cases.



Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Children are safe from abuse and neglect.

### Performance Measure 1: **TIMELY HEALTH SCREENS**

**Objective:** Increase the number of health screens that are completed within 5 business days.

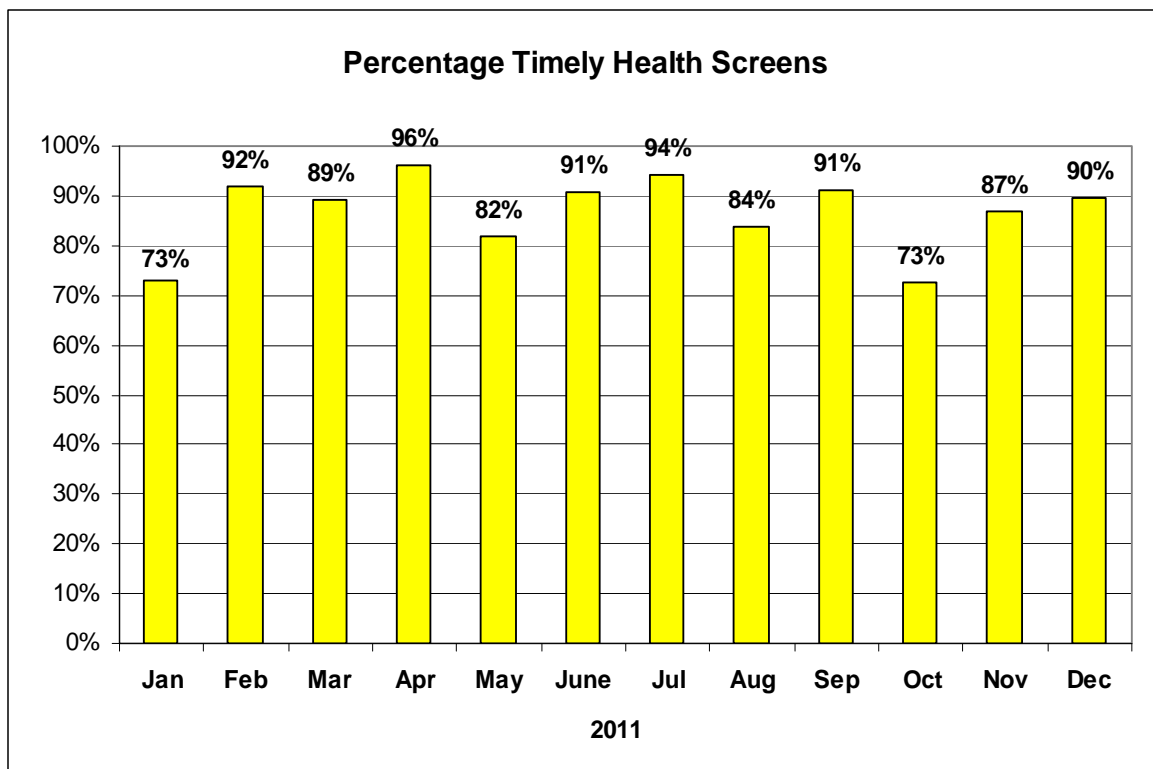
**Significance:** BMCW is expected to ensure all children have a health screen to determine their health needs within 5 business days of removal from their parental home.

**Target:** 100% of children receive a health screen within 5 days of removal from home.

**Measurement Method:** Numerator is the number of BMCW children receiving an initial health screen within 5 business days of their initial removal from home. Denominator is all BMCW children removed from home. The measure exempts newborns placed from a hospital and children returned within 5 business days.

**Owner:** Arlene Happach, Director of BMCW

**Progress:** In 2011, 86% of children entering OHC in BMCW received a timely health screening. BMCW was timely on more than 80% of its cases in 10 of 12 months.



Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Children are safe from abuse and neglect.

### Performance Measure 2: **OHC MALTREATMENT**

**Objective:** Reduce the number of children who are victims of abuse while in BMCW out of home care (OHC).

**Significance:** The ability to protect the safety and well-being of children while in OHC is a fundamental measure of effectiveness for any child welfare system. Until recently, this was an enforceable item in the Settlement Agreement.

**Target:** 0 reports.

**Measurement Method:** A simple count of the number of children who are victims of abuse while placed in OHC.

**Owner:** Arlene Happach, Director of BMCW

**Progress:** There were six children maltreated in OHC in 2011. 2011 performance (0.19%) was well below the Settlement Agreement Standard (0.60%), and .05% better than 2010 performance.

Victims in Out of Home Care	
January	0
February	0
March	0
April	0
May	1
June	0
July	0
August	3
September	2
October	0
November	0
December	0
<b>CY 2011 YTD</b>	<b>6 children</b>
<b>CY 2010 Total</b>	<b>8 children</b>
<b>CY 2009 Total</b>	<b>20 children</b>

	Current Performance	Past Performance		
Settlement Standard	CY 2011	CY 2010	CY 2009	CY 2008
< =0.60%	0.19%	0.24%	0.53%	0.56%

Target Direction:



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# Wisconsin Department of Children and Families Performance Measures

## Children achieve permanency.

### Performance Measure 3: OHC PLACEMENT STABILITY

**Objective:** Increase the number of children with 3 or fewer placements while in BMCW out of home care (OHC).

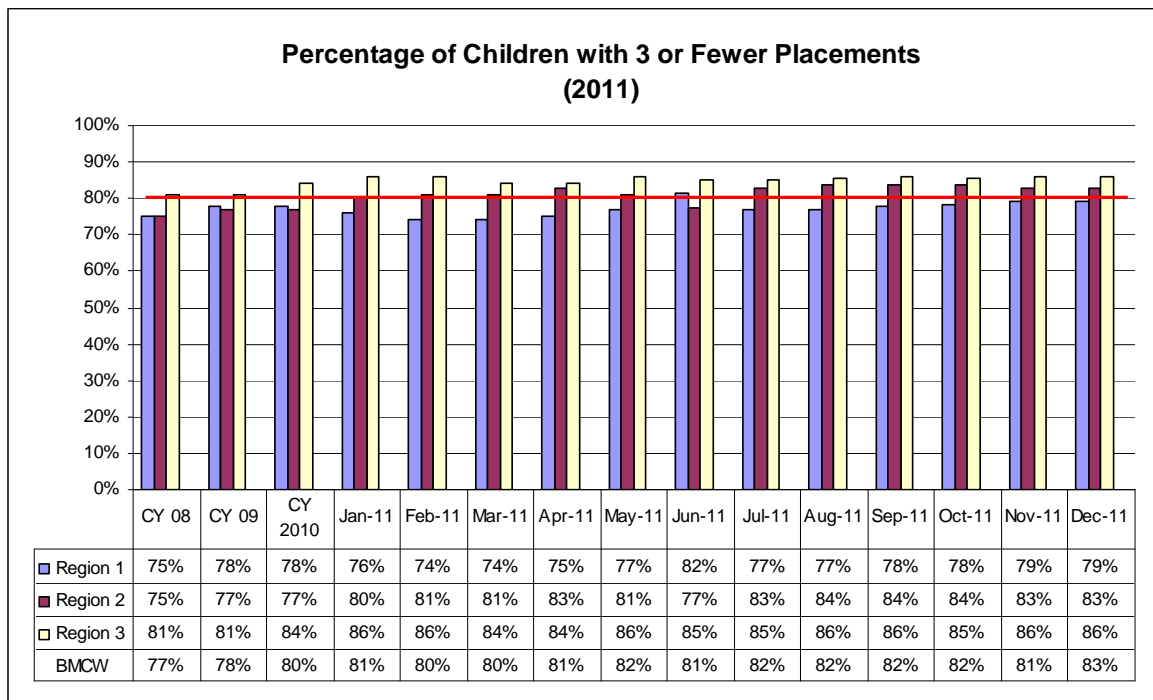
**Significance:** BMCW is expected to minimize the number of placements children experience due to the disruption and negative effects each placement change can cause.

**Target:** Greater than or equal to 90% of children have 3 or fewer placements.

**Measurement Method:** Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children in BMCW legal custody, excluding children enrolled in Wraparound Milwaukee. Numerator equals the number of children with 3 or fewer placements, excluding children enrolled in Wraparound Milwaukee.

**Owner:** Arlene Happach, Director of BMCW

**Progress:** In 2011, BMCW performance improved by 2% from 80% to 82%. BMCW did not achieve the 90% benchmark in the most recent six month settlement period (July-December 2011) finishing at 83%.



Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Children achieve permanency.

### Performance Measure 4: **TIME TO REUNIFICATION**

**Objective:** Increase the number of children who are reunified within 12 months of entering BMCW out of home care (OHC).

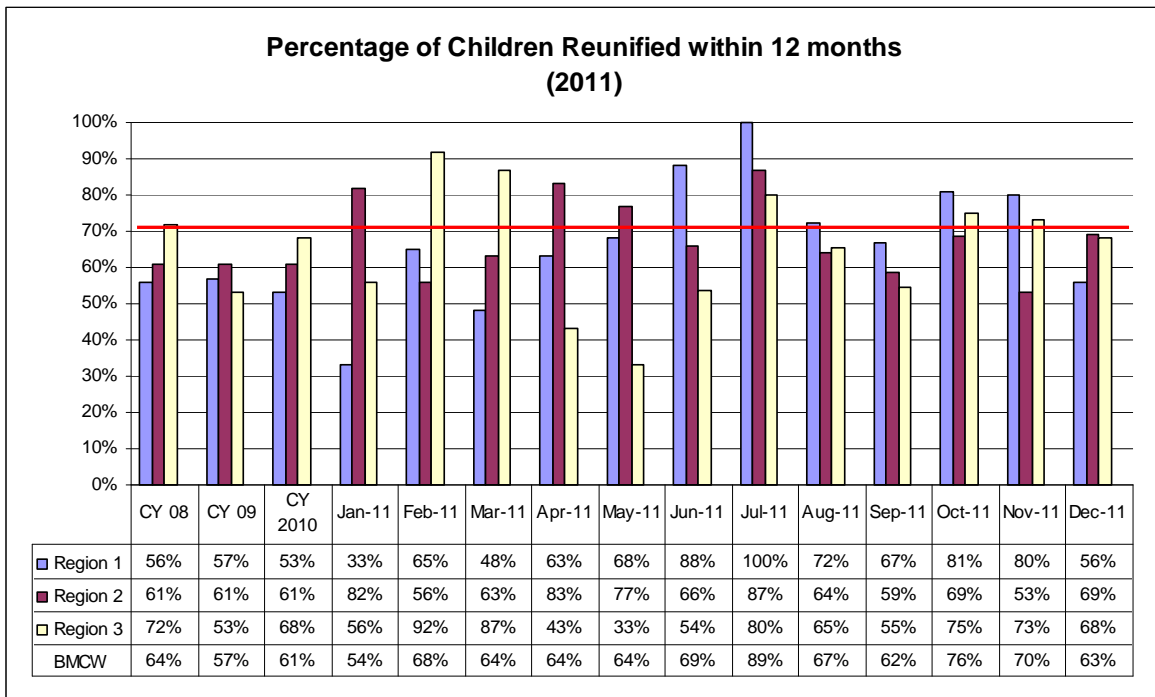
**Significance:** BMCW is expected to work with families to determine whether reunification is an appropriate permanency solution as quickly as possible once a child is removed from the home.

**Target:** Greater than or equal to 71% of children are reunified within 12 months.

**Measurement Method:** Data is collected from the statewide automated case management database, eWiSACWIS. Denominator is the total number of BMCW children in OHC who are reunified. Numerator is the number of children reunified within 12 months of entry into OHC.

**Owner:** Arlene Happach, Director of BMCW

**Progress:** In 2011, BMCW performance improved 7% from 61% to 68%. BMCW achieved the 71% benchmark in the most recent six month settlement period (July-December 2011).



Target Direction: 

*Protecting Children. Strengthening Families. Building Communities.*

# Wisconsin Department of Children and Families Performance Measures

## Children achieve permanency.

### Performance Measure 5: OHC PLACEMENT STABILITY (ENTRY COHORT)

**Objective:** Increase the number of children with 2 or fewer placements while in BMCW out of home care (OHC).

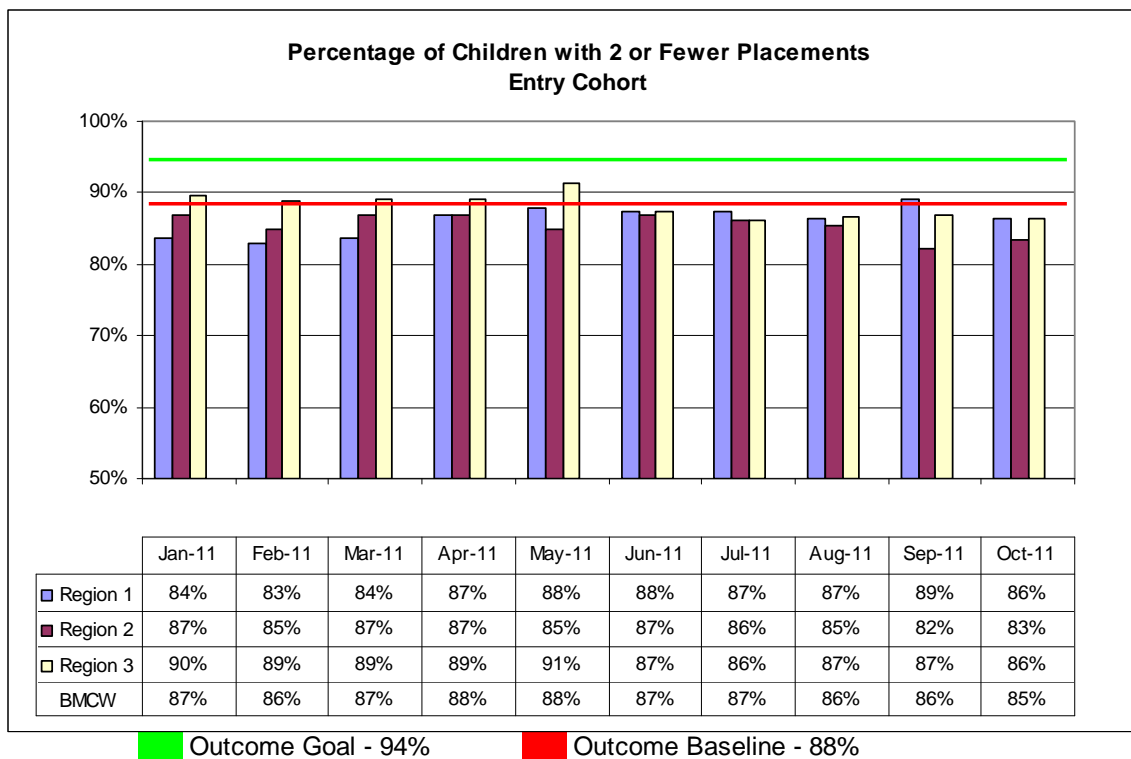
**Significance:** BMCW is expected to minimize the number of placements children experience given the disruption and negative effects each placement change can cause.

**Target:** Baseline of 88% of children with 2 or fewer placements within one year, target of 94% with 2 or fewer placements.

**Measurement Method:** Data is collected from the statewide automated case management database, eWiSACWIS. Denominator equals all children in BMCW who entered OHC a year before the month measured. Numerator is the number of children in BMCW who entered OHC a year before the month being measured, and who have had 2 or fewer placements during that time.

**Owner:** Arlene Happach, Director of BMCW

**Progress:** Data is available only through October 2011 due to adjustments to the state's data management system. Performance on this measure met the baseline in 2 of the first 10 months of 2011.



Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Children achieve permanency.

### Performance Measure 6: **TIME TO REUNIFICATION (ENTRY COHORT)**

**Objective:** Increase the number of children who are reunified within 12 months of entering BMCW out of home care (OHC).

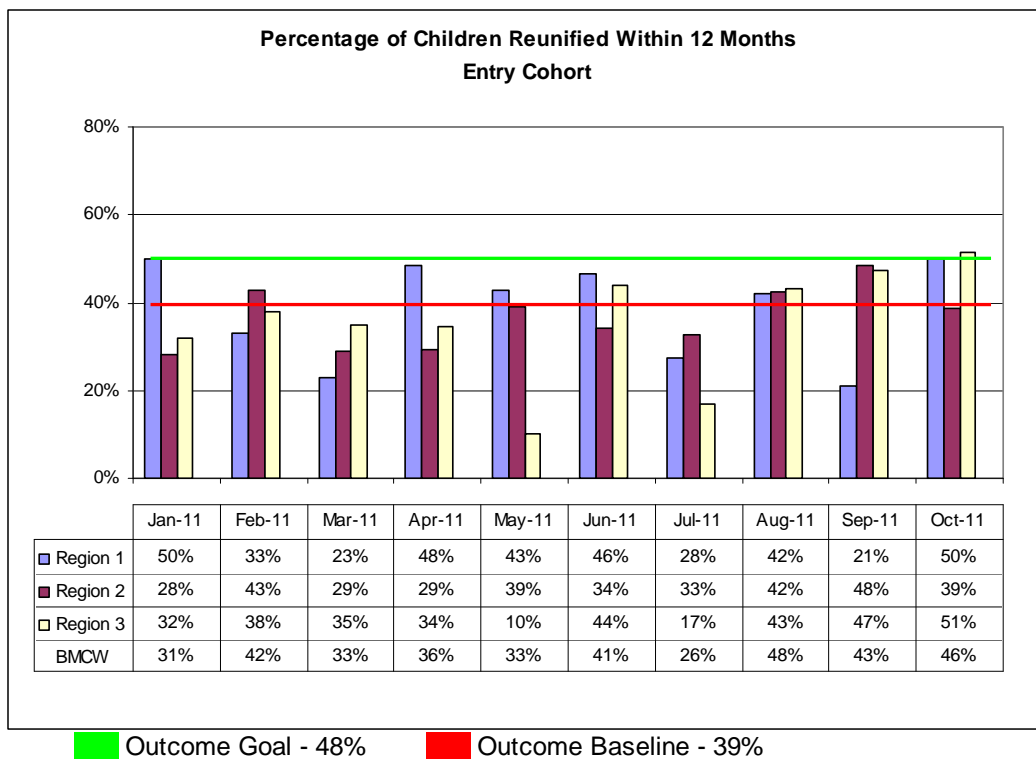
**Significance:** BMCW is expected to work with families to determine whether reunification is an appropriate permanency solution as quickly as possible once a child is removed from the home.

**Target:** Baseline target of 39% reunified within 12 months, goal of 48% reunified within 12 months.

**Measurement Method:** Data is collected from the statewide automated case management database, eWiSACWIS. Denominator is the number of children in BMCW entering OHC 12 months before the month being measured. Numerator is the number of children in BMCW entering OHC 12 months before the month being measured who were reunified within the past 12 months.

**Owner:** Arlene Happach, Director of BMCW

**Progress:** Data is available only through October 2011 due to adjustments to the state's data management system. Performance on this measure met the baseline in 5 of the first 10 months of 2011.



Target Direction:

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# Wisconsin Department of Children and Families Performance Measures

## W-2 Scale of Operations

Wisconsin Works (W-2) Scale of Operations					
	Wisconsin			Milwaukee County	Balance of State
Month	Paid Placements	Unpaid Placements	Total	Paid Placements	Paid Placements
Dec-11	15,576	4,144	19,720	10,542	5,034
Nov-11	15,645	4,169	19,814	10,574	5,071
Oct-11	15,760	4,092	19,852	10,639	5,121
Dec-10	14,313	3,063	17,376	10,029	4,284

### BOS – Balance of State

- 31 W-2 contract agencies deliver a full range of W-2 services in 71 counties
- BOS slides focus on eight largest BOS agencies: 1) Kenosha; 2) Racine; 3) Rock; 4) Capitol Consortium (Dane, Dodge, Marquette, Sauk); 5) Winnebago; 6) Arbor Education & Training (Ozaukee, Washington, Waukesha); 7) Forward Services Consortium; and 8) Workforce Connections Inc.

### MKE – Milwaukee County

- 7 W-2 contract agencies deliver specialized services to five regions within Milwaukee county
- WEA – W-2 Employment Agencies
  - Northeast – YWCA
  - Northwest – Policy Studies, Inc
  - Southeast – UMOS
  - Southwest and Central – MAXIMUS
- EAA – Eligibility and Assessment Agencies
  - County-wide – Social Development Commission (SDC)
- SSI Advocacy – Social Security Insurance Advocacy Agency
  - Northeast, Central, and Northwest – Public Consulting Group (PCG)
  - Southeast and Southwest – UMOS



# Wisconsin Department of Children and Families Performance Measures

## Families increase income.

### Performance Measure 1: **JOB ENTRY**

**Objective:** Increase the number of W-2 participants who obtain employment.

**Significance:** This is the defining measure for any welfare-to-work program seeking to place as many participants as possible in jobs as efficiently as possible. While there is no Federal standard, DCF has established standards for Milwaukee and Balance of State (BOS) agencies.

**Target:** These are the end of year performance standards for Milwaukee WEAs and BOS agencies:

<u>BOS Standards:</u>	<u>MKE Standards</u>
■ Exceeds = > 30%	■ Exceeds = > 35%
■ Satisfactory = 24 – 30%	■ Satisfactory = 28 – 35%
■ Need Improve = 19 – 24%	■ Need Improve = 22 – 28%
■ Fail = < 19%	■ Fail = < 22%

**Measurement Method:** Data is collected from the statewide automated case management database, CARES. Numerator is equal to an unduplicated count of W-2 participants who obtained a job expected to last at least 30 days. Denominator is equal to all W-2 participants referred to a contract agency. Results are prorated monthly throughout the year.

**Owner:** Kris Randal, Division Administrator

**Progress:** Calendar year 2011 performance:

**BOS:** Of the eight largest W-2 agencies in BOS, Winnebago, and Capitol Consortium exceeded the standard. Kenosha, Arbor Employment and Training, Workforce Connections and Forward Services Corporation satisfied the standard. Racine needed improvement, and Rock failed the standard.

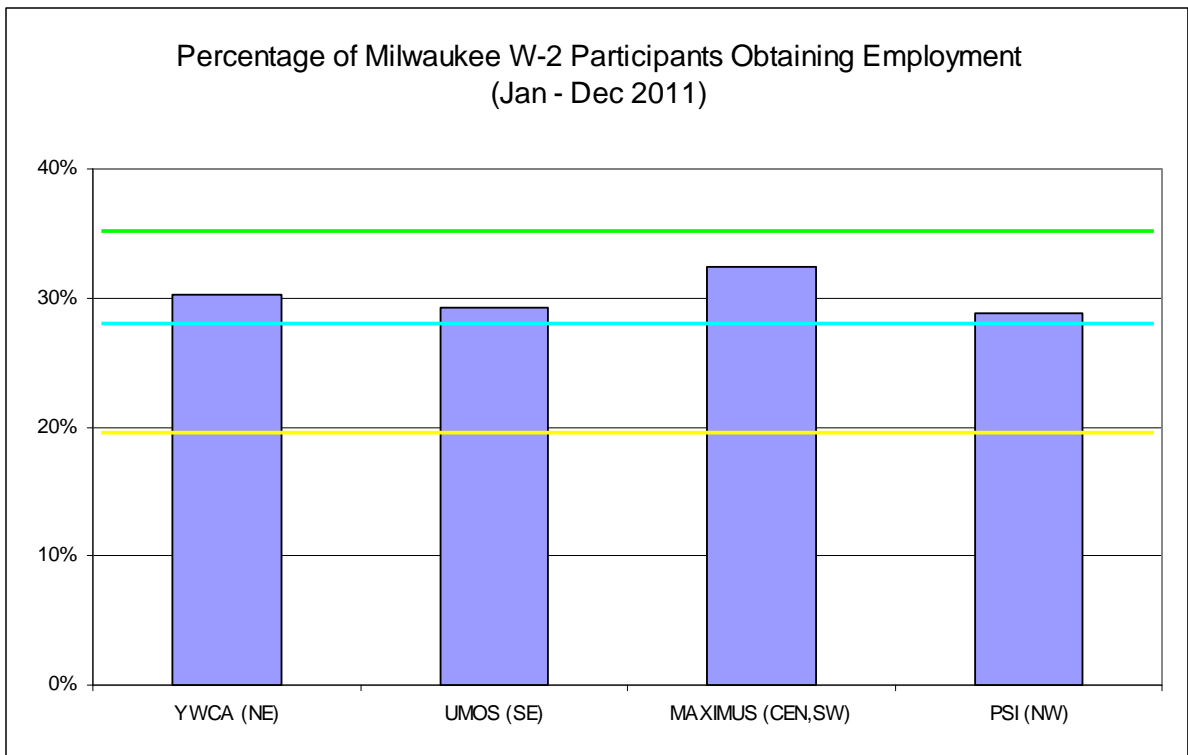
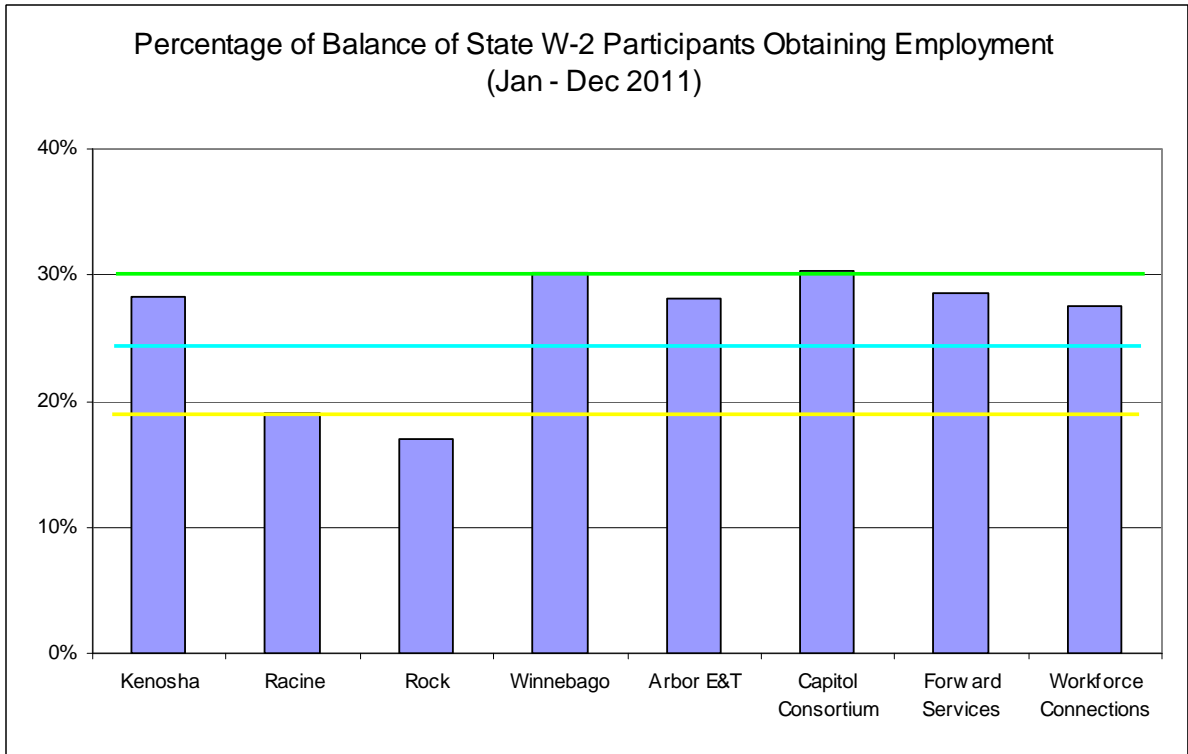
**MKE WEA:** All four Milwaukee WEAs satisfied the standard.


Final data for year end performance will not be available until March.



# Wisconsin Department of Children and Families Performance Measures

## Families increase income.



Target Direction: 

# Wisconsin Department of Children and Families Performance Measures

## Families increase income.

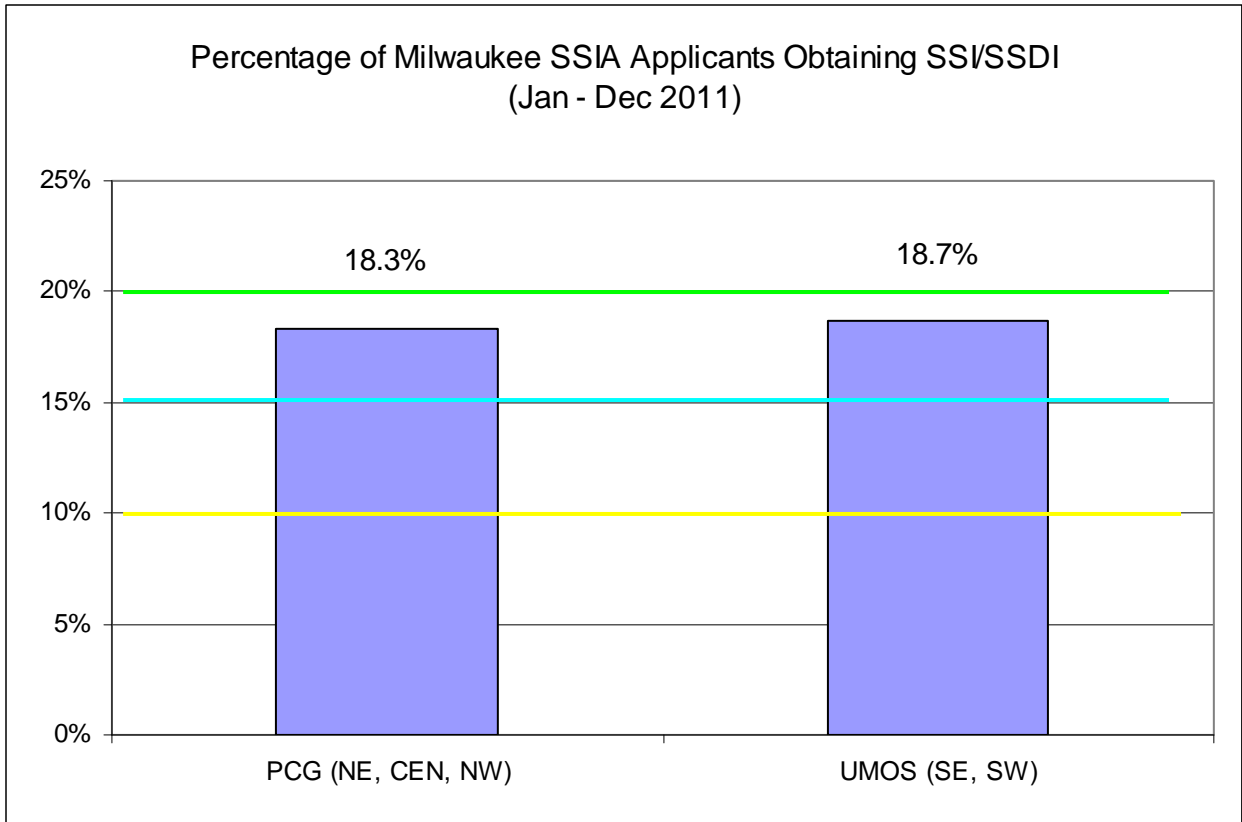
### Performance Measure 2: SSI/SSDI RECEIPT

Objective:	Increase the number of W-2 participants who receive SSI/SSDI among those who are appropriate and have applied.
Significance:	W-2 agencies are expected to assist participants to determine whether they might be eligible for SSI/SSDI and to complete the application process. While there is no federal standard, DCF has established standards for the Milwaukee SSI agency. Balance of State agencies are no longer subject to this measure due to data constraints.
Measurement Method:	Data is collected from the statewide automated case management database, CARES. Numerator is equal to number of W-2 participants who were awarded SSI within certain time frames. Denominator is equal to number of W-2 participants who were working with an agency on the application process during the prior year.
Target:	<p>2011 standards for Milwaukee SSI Agencies are below:</p> <ul style="list-style-type: none"><li>■ Exceeds = &gt; 20%</li><li>■ Satisfactory = 15 – 19.9%</li><li>■ Needs Improvement = 10 – 14.9%</li><li>■ Fail = &lt;10%</li></ul>
Owner:	Kris Randal, Division Administrator
Progress:	<p>Calendar year 2011 performance:</p> <p><b>BOS:</b> DCF has determined that collecting data on this measure for BOS agencies is not feasible given current data constraints. This measure will be replaced in BOS contracts going forward.</p> <p><b>MKE:</b> Both agencies satisfied the standard.</p>



# Wisconsin Department of Children and Families Performance Measures

## Families increase income.



Balance of State data is no longer collected for this measure

Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Families increase Income

### Performance Measure 3: EARNINGS STABILIZATION

**Objective:** Ensure that W-2 participants who find employment, maintain their income.

**Significance:** Once W-2 participants find employment, it is important that they are able to retain this employment. Economic security depends on maintaining a sufficient level of income over time.

**Measurement Method:** Data is collected from unemployment insurance database and the statewide automated case management system CARES. The numerator is the number of W-2 participants who received a job one quarter prior to the period being measured, who also retained this income over the next quarter. The denominator is the number of W-2 participants who entered employment one quarter prior to the period being measured.

**Target:** Agency performance is measured on the following scale:

- Exceeding = > 55%
- Satisfactory = 45 – 54%
- Needs Improvement = 35 – 44%
- Fails = < 35%

Note that results on this measure lag significantly due to unemployment insurance data delays.

**Owner:** Kris Randal, Division Administrator

**Progress:** In quarter one of 2011:

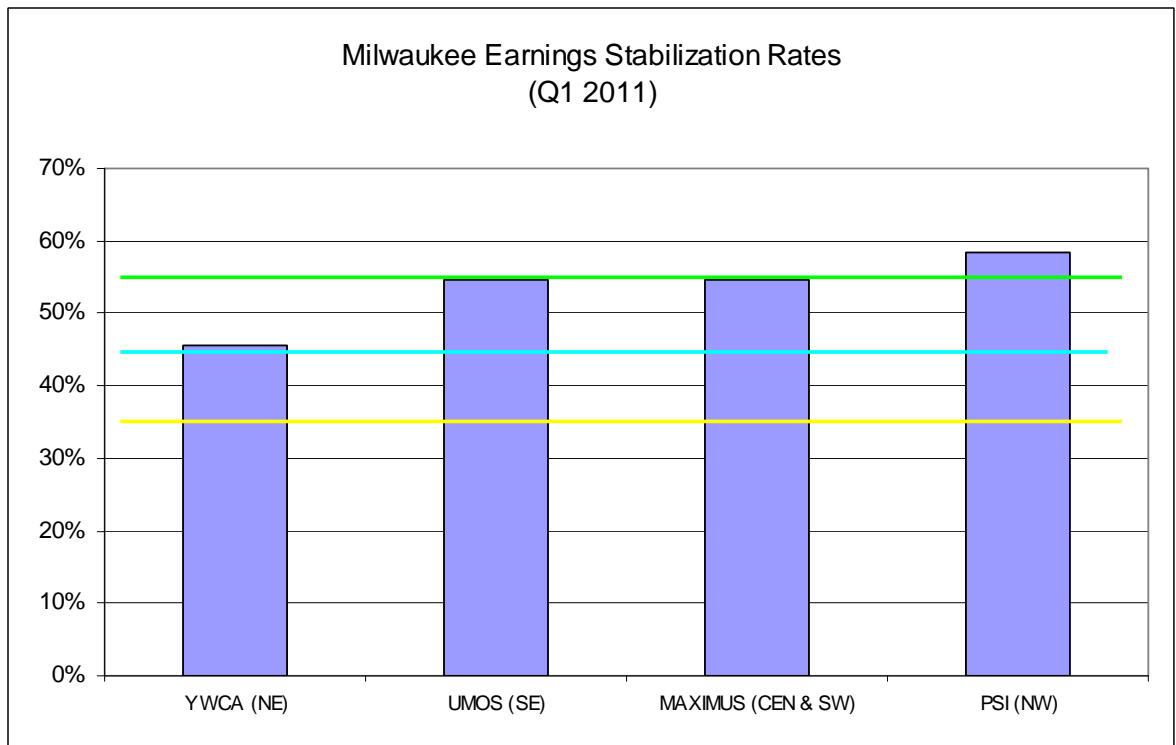
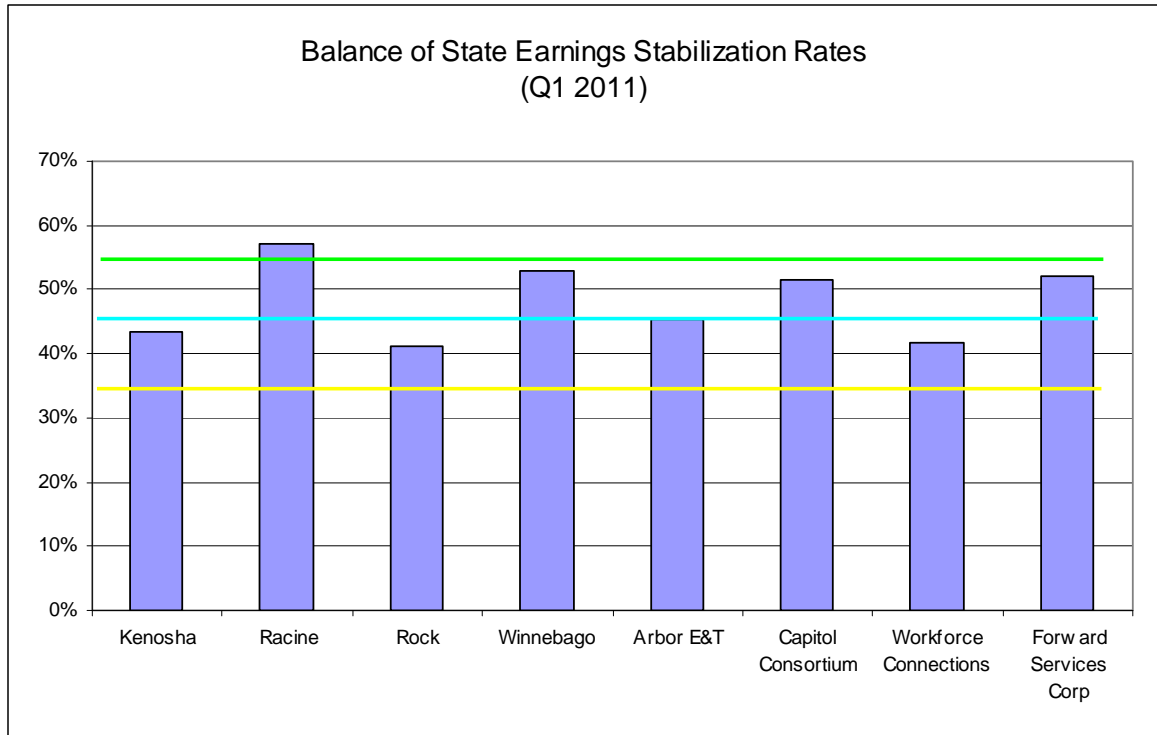
**BOS:** Of the eight largest W-2 agencies in BOS, Racine exceeded the standard; Winnebago, Arbor E&T, Capitol Consortium, and Forward satisfied the standard; and Kenosha, Rock and Workforce Connections needed improvement.


**MKE:** PSI, Maximus and UMOs exceeded the standard; and YWCA satisfied the standard.



# Wisconsin Department of Children and Families Performance Measures

## Families increase income.



Target Direction: 



# Wisconsin Department of Children and Families Performance Measures

## Parents Receive Quality Customer Service

### Performance Measure 4: CUSTOMER SATISFACTION SURVEY RESULTS

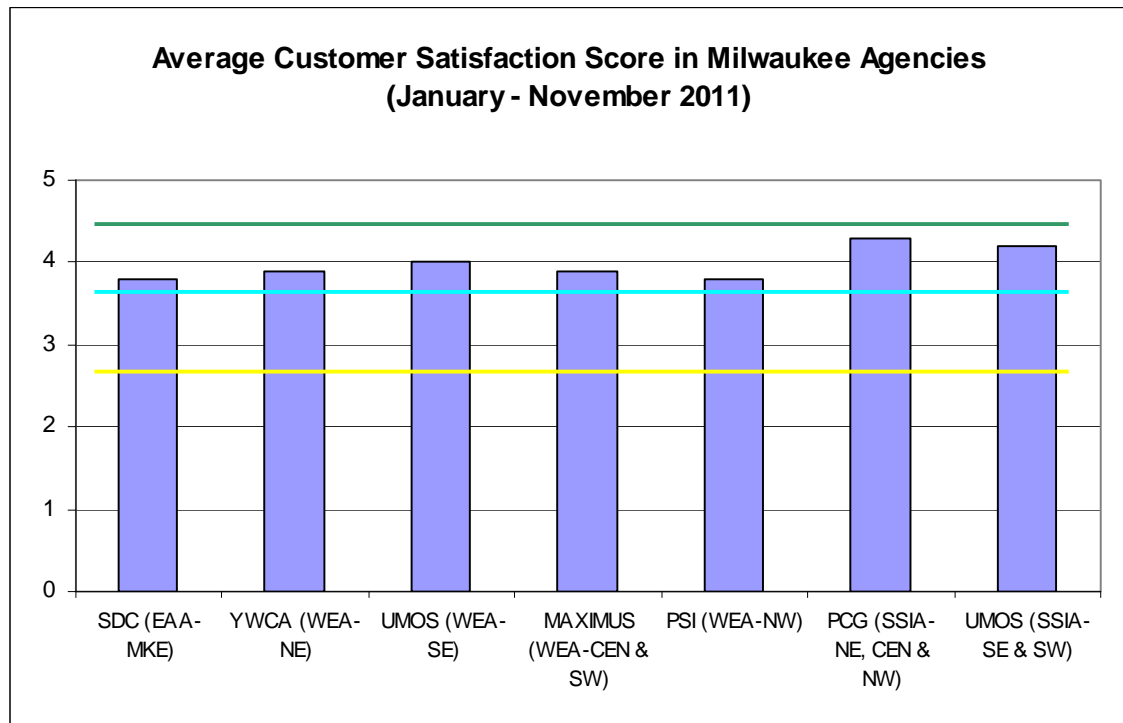
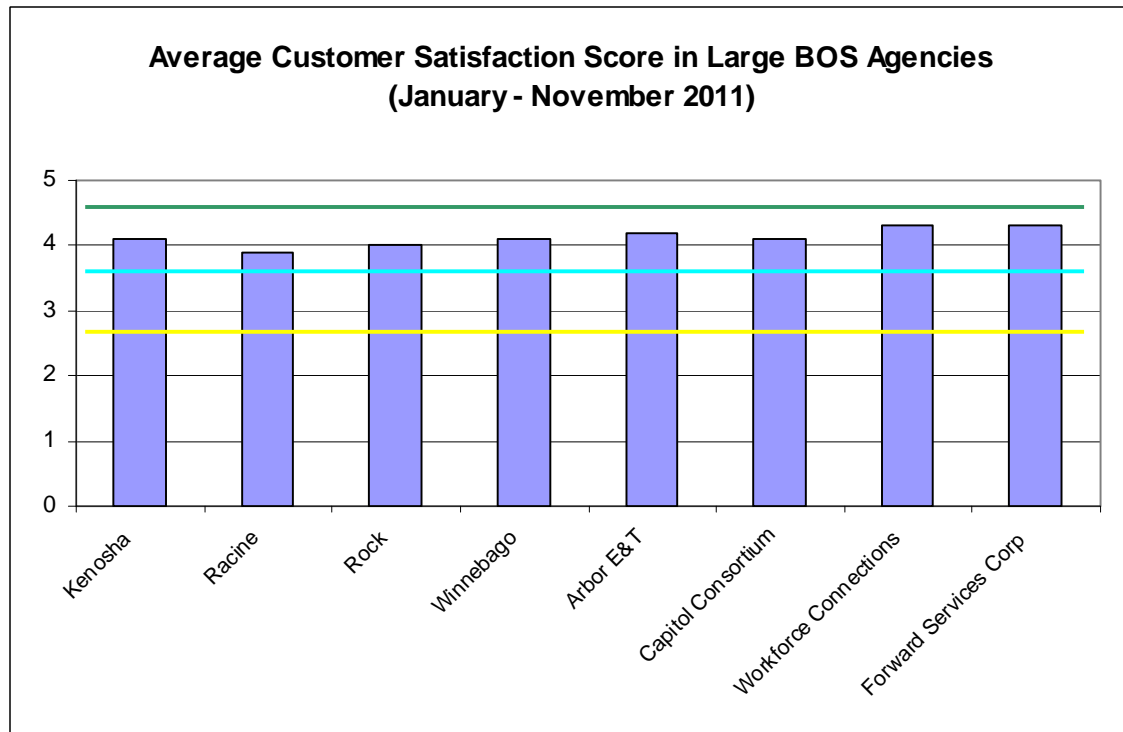
Objective:	Ensure that Wisconsin W-2 agencies provide quality case management.
Significance:	Getting Wisconsin's W-2 participants back to work depends on skilled professionals navigating them through the process and getting them the services they need to succeed. The customer satisfaction survey is the state's means for assessing the quality of participants' experience with W-2 contractors. While there is no Federal standard, DCF has established standards for Milwaukee and Balance of State (BOS) agencies.
Measurement Method:	Data is collected from a statewide phone and mail survey of W-2 applicants and participants. The surveys measure customer satisfaction on a scale of 1-5 across the following 9 categories: Worker returned calls in a timely manner, worker understands customer goals, worker is respectful, worker is responsive, worker explained services clearly, worker explained expectations clearly, customer is part of the process, services were helpful, and an overall satisfaction rating.
Target:	<p>Agency performance is measured as an average score on all categories and is judged on the following scale:</p> <ul style="list-style-type: none"><li>■ Exceeding = &gt; 4.5</li><li>■ Satisfactory = 3.7 – 4.4</li><li>■ Needs Improvement = 2.7 – 3.6</li><li>■ Fails = &lt; 2.7</li></ul>
Owner:	Kris Randal, Division Administrator
Progress:	<p><b>BOS:</b> In the balance of state, 2 of 31 agencies were exceeding the standard, 1 agency needed improvement and the remaining 28 were satisfying the standard.</p> <p><b>MKE:</b> As of November 2011, all 7 Milwaukee agencies were satisfying the standard.</p>






# Wisconsin Department of Children and Families Performance Measures

## Parents Receive Quality Customer Service



Target Direction: 



# Wisconsin Department of Children and Families Performance Measures

## Families increase income.

### Performance Measure 1: COURT ORDER ESTABLISHMENT

**Objective:** Increase the number of children who have a court order for child support.

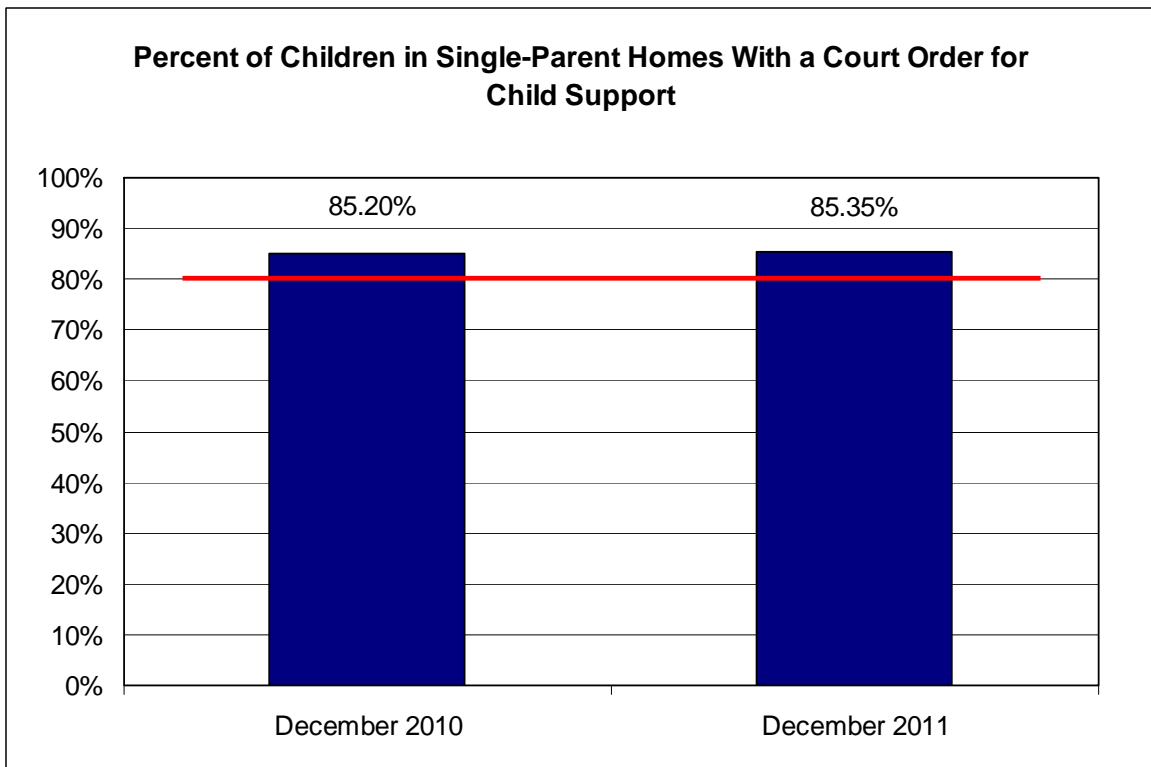
**Significance:** Child support cannot be collected unless there is a court order for payment.

**Measurement Method:** Data collected from the statewide database, KIDS. Numerator is equal to the number of cases with court orders, and the denominator is the total number of cases as of the last day of the reporting period. This is a point in time measure.

**Target:** 80% is the Federal standard.

**Owner:** Kris Randal, Division Administrator

**Progress:** Performance below reflects Federal Fiscal Year (FFY) 2012 to date (October 1, 2011 – December 31, 2011). Performance across Wisconsin counties has exceeded the 80% standard for every month of FFY 2012. The state improved its performance slightly in December 2011 compared to December 2010.



Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Families increase income.

### Performance Measure 2: **PATERNITY ESTABLISHMENT**

**Objective:** Increase the number of children for whom paternity has been established.

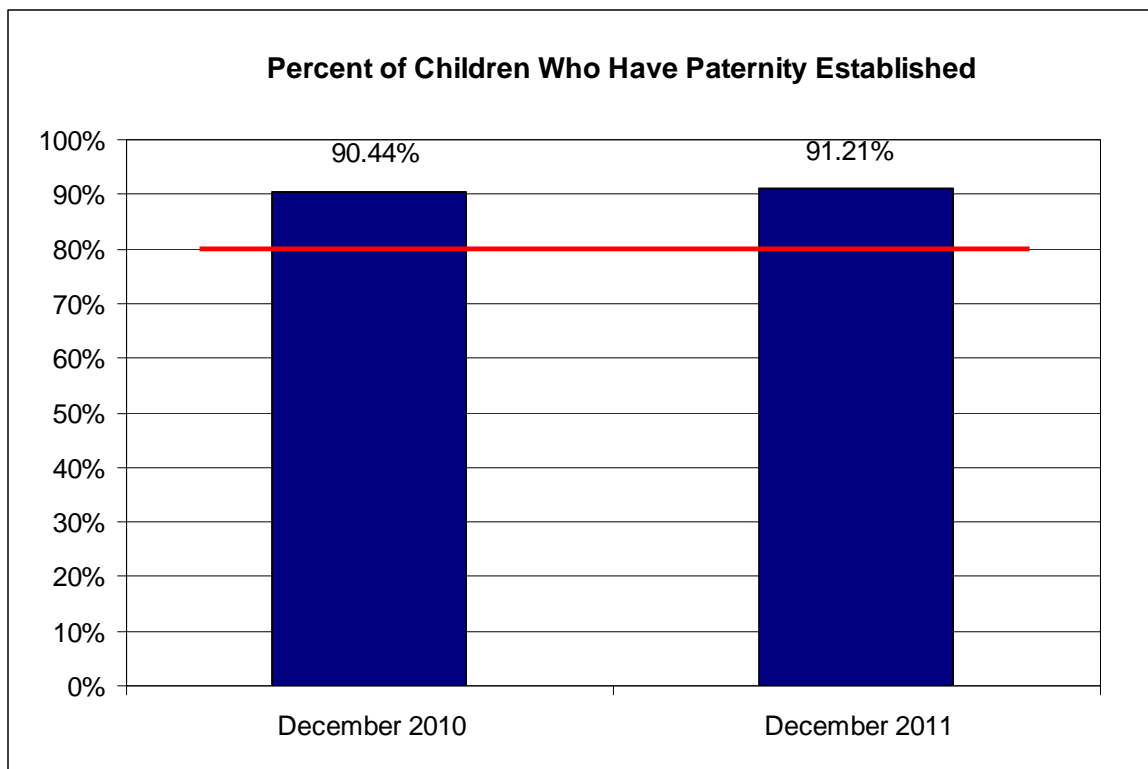
**Significance:** Paternity establishment provides the father with legal rights to the child, and provides the child with rights to child support, inheritance, etc.

**Measurement Method:** Data is collected from the statewide database, KIDS. Numerator is the number of those children who had paternity established. Denominator is the number of the children born out of wedlock and present in the caseload at any time during the year.

**Target:** 80% is the Federal standard.

**Owner:** Kris Randal, Division Administrator

**Progress:** Performance below reflects Federal Fiscal Year (FFY) 2012 to date (October 1, 2010 – December 31, 2011). Performance across Wisconsin counties currently exceeds the standard. The state improved its performance in this measure by almost 1% in December 2011 when compared to December 2010.



Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Families increase income.

### Performance Measure 3: **TIMELY COLLECTION OF CHILD SUPPORT**

**Objective:** Increase the collection of child support in the month that it is due.

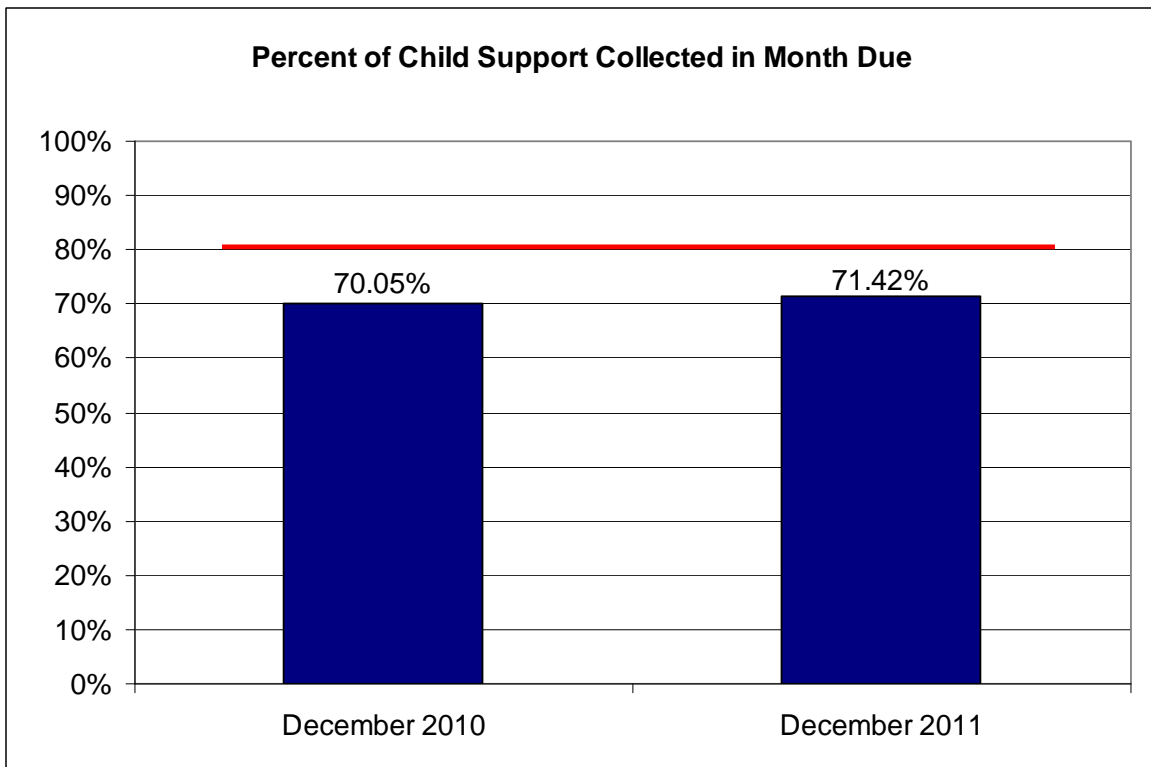
**Significance:** Child support should be a reliable source of income for families.

**Measurement Method:** Data is collected from the statewide automated case management database, KIDS. Numerator is equal to the total amount that is actually paid during the month that it is due and denominator includes the total amount of child support due for the period.

**Target:** 80% is the Federal standard.

**Owner:** Kris Randal, Division Administrator

**Progress:** Performance below reflects Federal Fiscal Year (FFY) 2012 to date (October 1, 2011 – December 31, 2011). Performance across Wisconsin counties has not exceeded the 80% standard in FFY 2012. The state improved its performance on this measure by more than 1% in December 2011 compared to December 2010.



Target Direction:

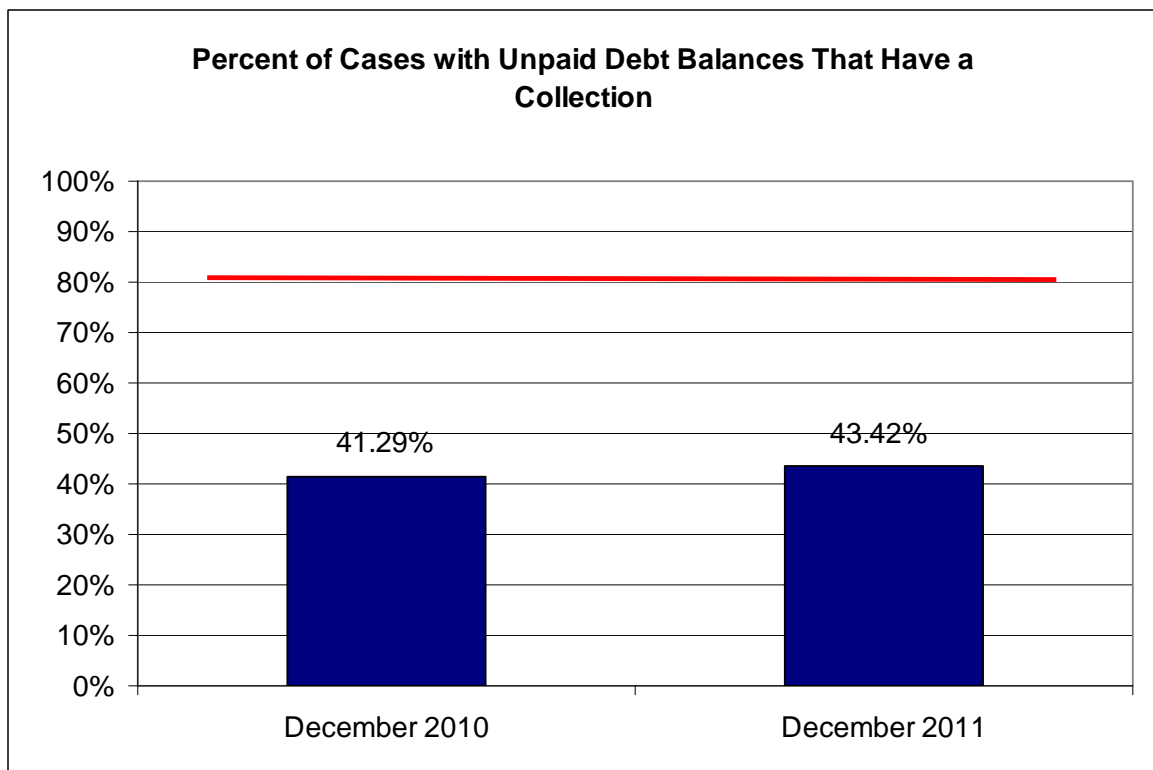


# Wisconsin Department of Children and Families Performance Measures

## Families increase income.

### Performance Measure 4: **ARREARAGE COLLECTIONS**

Objective:	Increase the collection of at least one payment on child support cases with arrears.
Significance:	Any child support that is not paid when it is due becomes an unpaid amount (arrears). The child support mission is to enforce child support orders and collect unpaid amounts.
Measurement Method:	Data is collected from the statewide database, KIDS. Numerator is the number of cases where a payment was made on arrears. Denominator is the number of cases that had an arrearage during the period.
Target:	80% is the Federal standard.
Owner:	Kris Randal, Division Administrator
Progress:	Performance below reflects Federal Fiscal Year (FFY) 2012 to date (October 1, 2011 – December 31, 2011). Performance across Wisconsin counties has not reached the 80% standard in FFY 2012. The state improved its performance on this measure by more than 2% in December 2011 compared to December 2010.



Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Families increase income.

### Performance Measure 5: **COST-EFFECTIVENESS**

**Objective:** To collect as much money as possible for every dollar spent on the program.

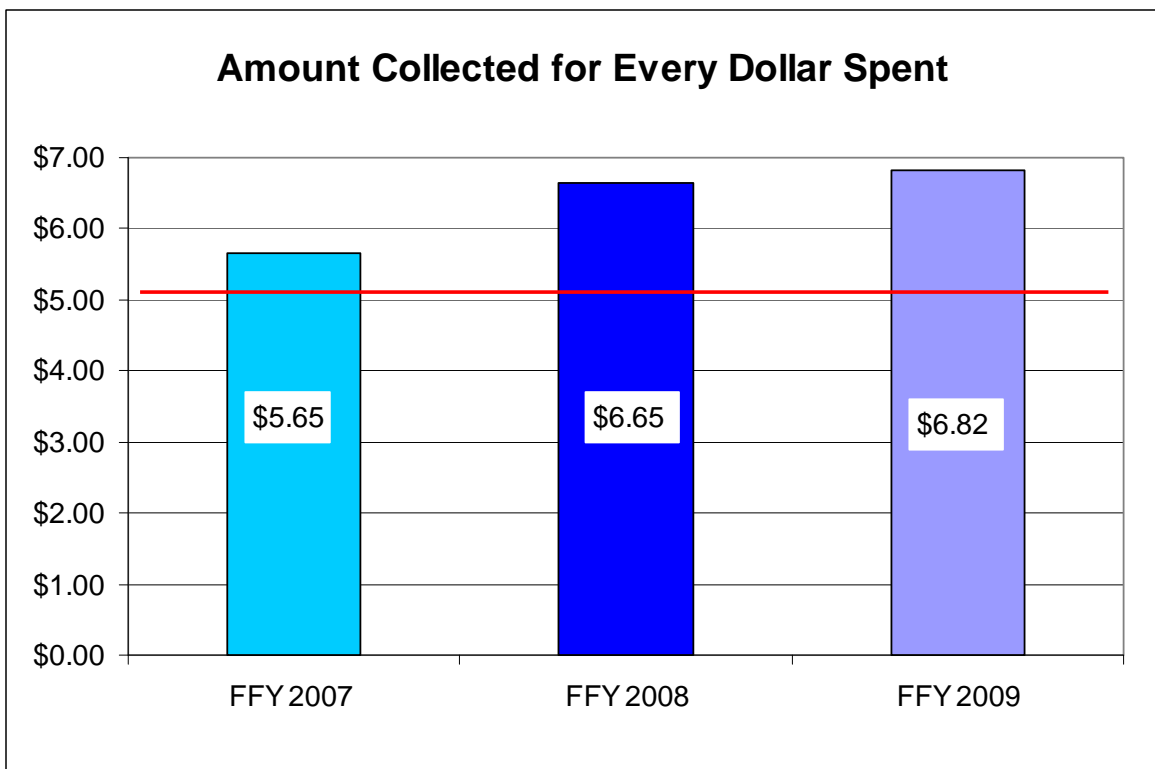
**Significance:** The Bureau of Child Support is expected to administer the child support program as cost effectively as possible.

**Measurement Method:** The numerator is the amount of money collected in child support during the course of the federal fiscal year. The denominator is the amount of money spent on child support enforcement activities over the course of the federal fiscal year.

**Target:** \$5.00 collected for every \$1.00 spent on child support enforcement activities.

**Owner:** Kris Randal, Division Administrator

**Progress:** Performance across Wisconsin counties exceeded the \$5.00 standard in Federal Fiscal Year 2007, 2008 and 2009. Wisconsin's performance exceeded the nationwide average of \$4.78.



Target Direction:



# Wisconsin Department of Children and Families Performance Measures

## Families increase income.

Performance Measure 6: **UNEMPLOYMENT INSURANCE PROPORTION**

**Objective:** To measure what percentage of child support funds are transferred from Unemployment Insurance Funds instead of the custodial parent.

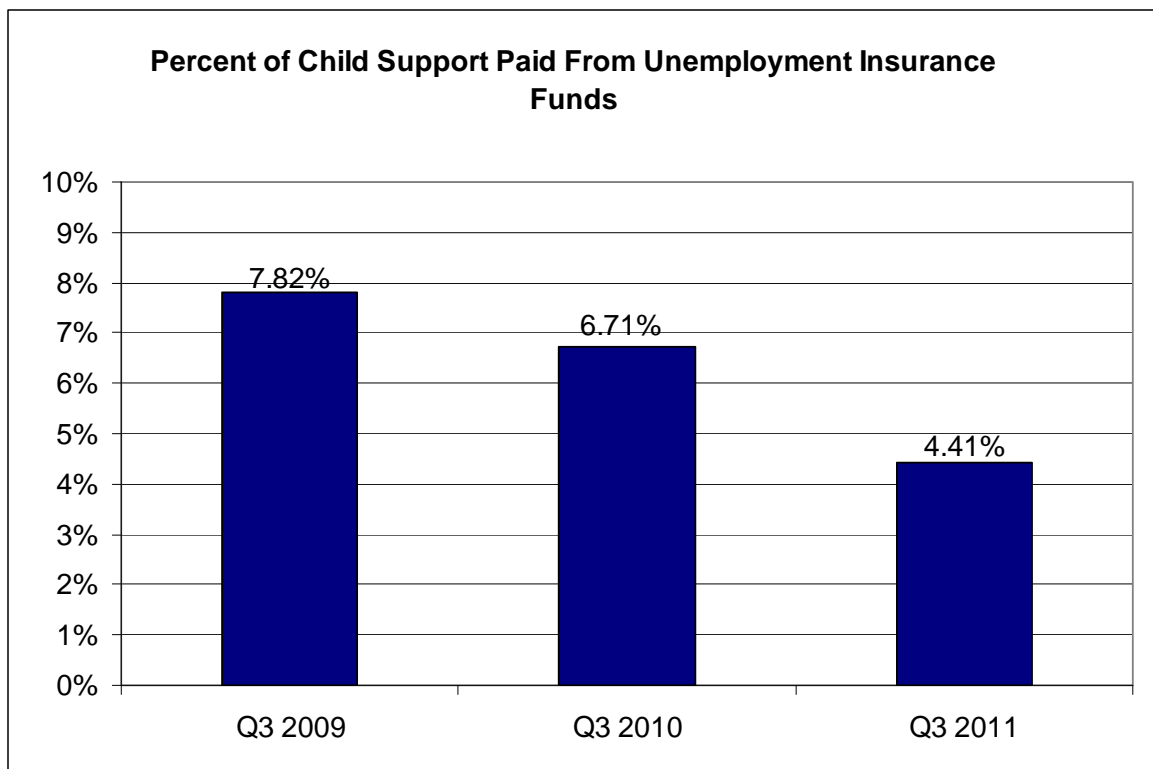
**Significance:** An increasing percentage of child support coming from UI reflects job loss and uncertainty for future child support payments because UI is a temporary source of income for the payer.

**Measurement Method:** Data is collected from the statewide automated financial database, KIDS. This measure is the percentage of support that was paid by unemployment benefits instead of job earnings or other sources of income or assets.

**Target:** No target.

**Owner:** Kris Randal, Division Administrator

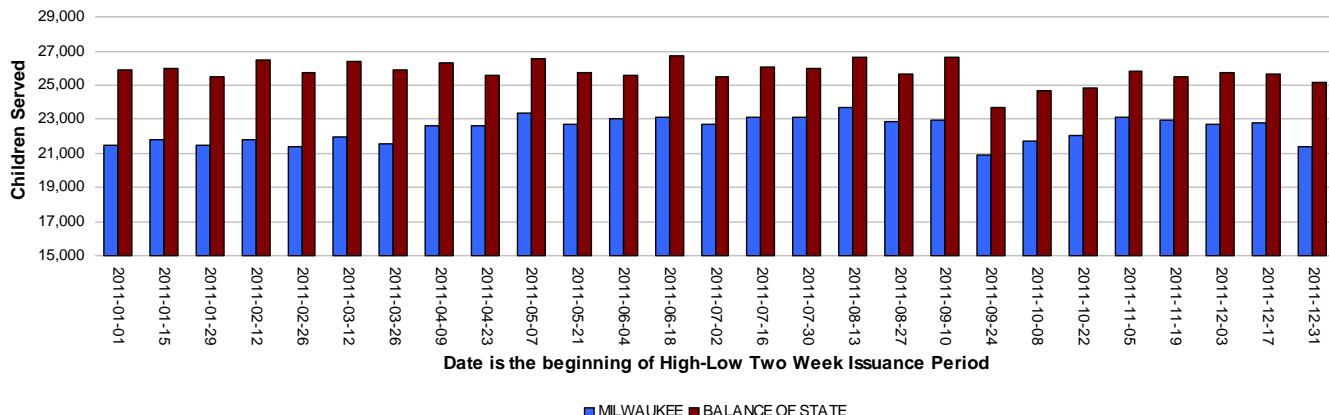
**Progress:** Wisconsin collected 2.3% less child support from Unemployment Insurance in the third quarter of calendar year 2011 than it did in the third quarter of 2010. This is the lowest percentage collected from Unemployment Insurance since the fourth quarter of 2008.





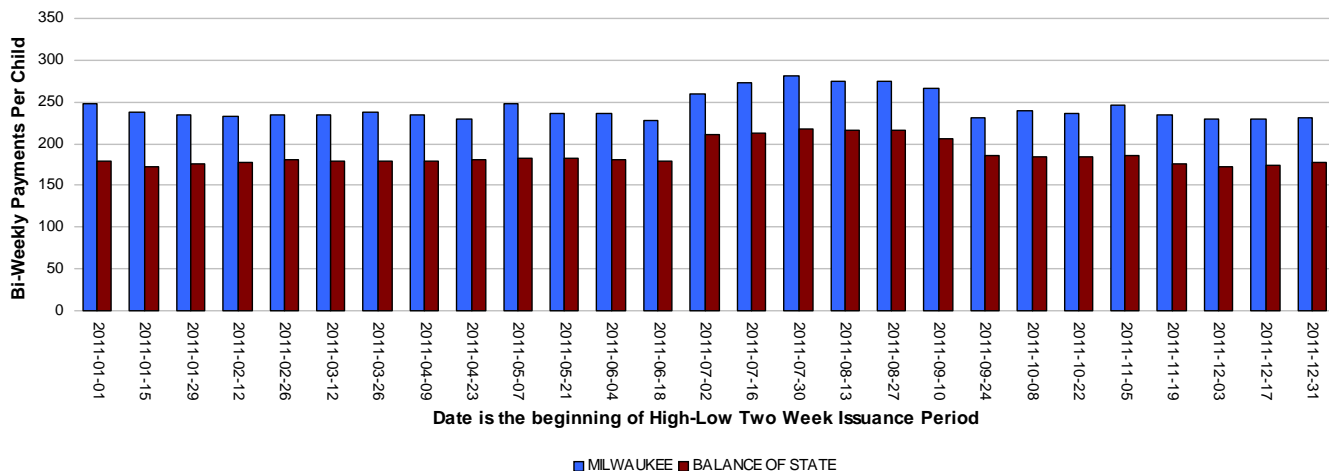
**Wisconsin Department of Children and Families Performance Measures**  
**Child Care Subsidy Scale of Operations**

Number of Children Served by Wisconsin Shares Data is grouped by High-Low Weeks



There were approximately 795 fewer children in subsidized care on December 31, 2011 compared to January 1, 2011 (96 fewer in Milwaukee, 699 fewer in Balance of State).

Bi-Weekly Payments Per Child Data is grouped by High-Low Weeks



The bi-weekly payment per child was \$209.95 on January 1, 2011 compared to \$202.13 on December 31, 2011.



**Wisconsin Department of Children and Families Performance Measures**  
**Child care funds are well spent and fraud is minimized.**

Performance Measure 1: **AMOUNT OF PROVIDER/CLIENT OVERPAYMENTS**

**Objective:** To reduce the amount of improper payments of the Wisconsin Shares subsidy to providers and clients due to fraud and administrative error.

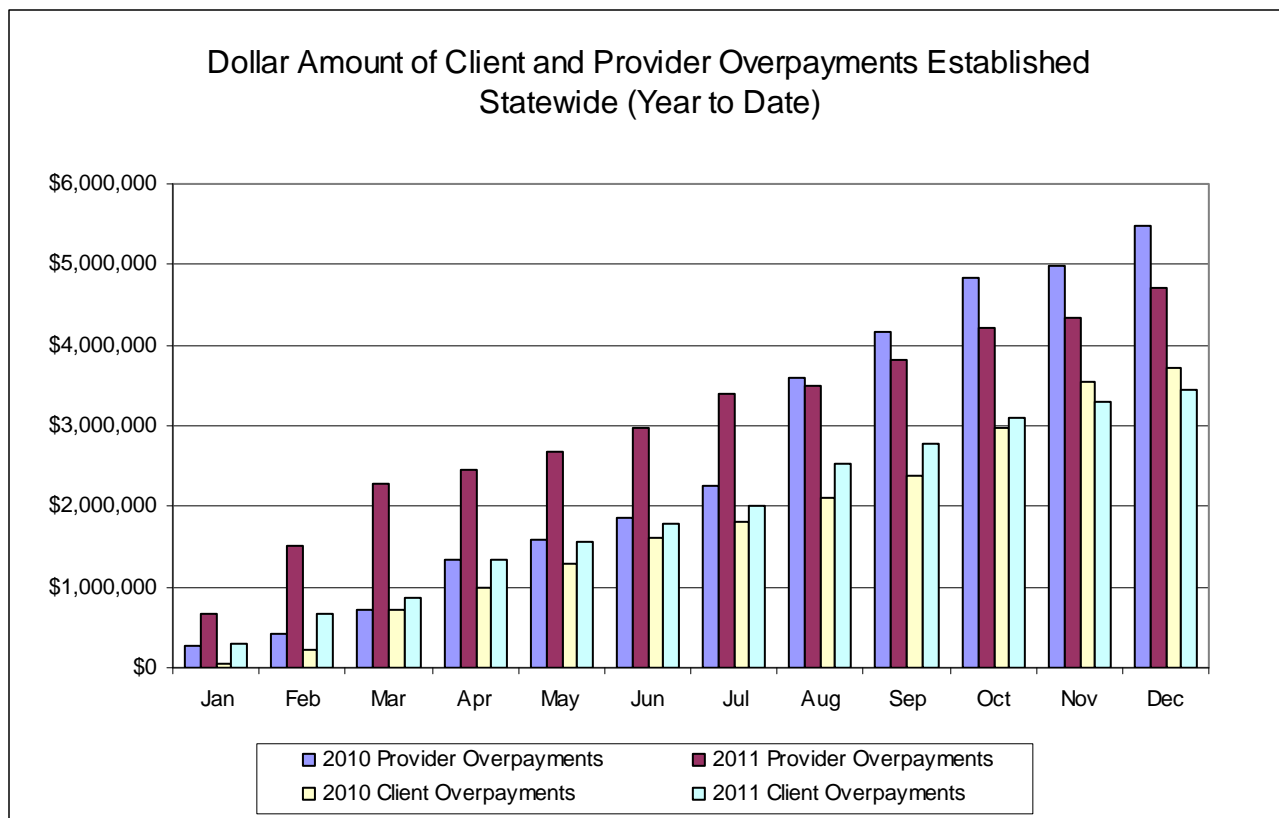
**Significance:** As the Shares administrator and steward of taxpayer funds, DCF is expected to eliminate improper payments to providers and clients.

**Measurement Method:** Client data is collected from the statewide Central Recoveries Enhanced System (CRES) and provider data is collected in Child Care Provider Information.

Target: No target.

Owner: Elaine Richmond, Division Administrator

Progress: The dollar amount of 2011 overpayments established against providers statewide was 14% lower in 2011 than it was in 2010. The dollar amount of 2011 overpayments established against clients was 7% lower in 2011 than it was in 2010.





# Wisconsin Department of Children and Families Performance Measures

## Child care funds are well spent and fraud is minimized.

Performance Measure 3: **PERCENTAGE OF ENROLLMENT-BASED AUTHORIZATION HOURS UTILIZED BY FAMILIES**

**Objective:** To increase the percentage of enrollment based hours that are utilized by families.

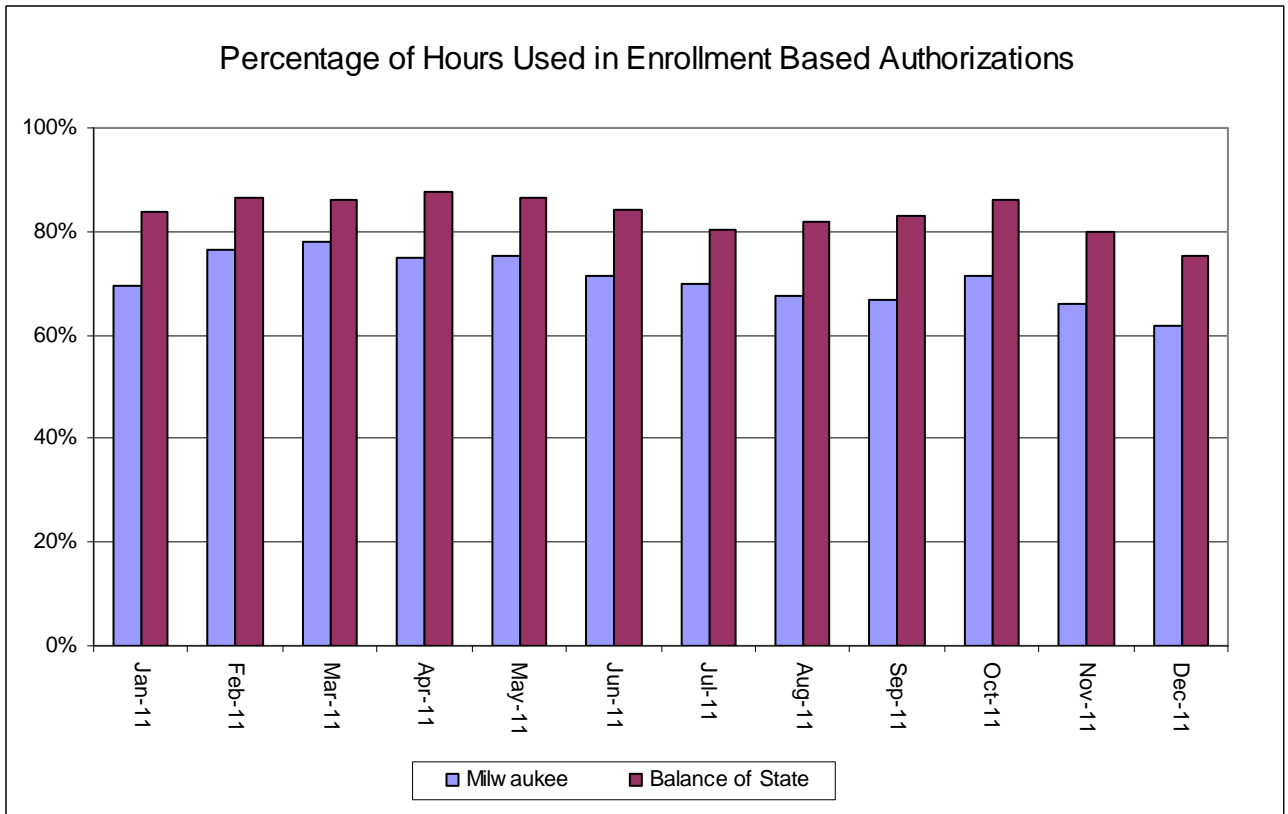
**Significance:** Under enrollment-based authorizations, Wisconsin Shares providers are paid for all authorized hours whether or not a child actually receives care for those hours. Better fitting authorizations to family needs reduce state expenditures.

**Measurement Method:** Data for hours attended and hours authorized is taken from the Child Care Statewide Administration Web database (CCSAW). The numerator is all enrollment-based hours that were attended. The denominator is all enrollment-based hours that were authorized.

**Target:** No target.

**Owner:** Elaine Richmond, Division Administrator

**Progress:** In 2011, 77% of hours in enrollment-based authorizations were utilized, 71% of hours in Milwaukee, and 84% of hours in BOS. This was an improvement over 2010 when 73% of hours were utilized statewide, 68% in Milwaukee, and 81% in BOS.







# Wisconsin Department of Children and Families Performance Measures Customers Receive Quality Service.

Performance Measure 6: **AVERAGE TIME-TO-ANSWER FOR CUSTOMER CALLS TO MECA**

**Objective:** To ensure that families receiving Wisconsin Shares subsidies receive quality customer service.

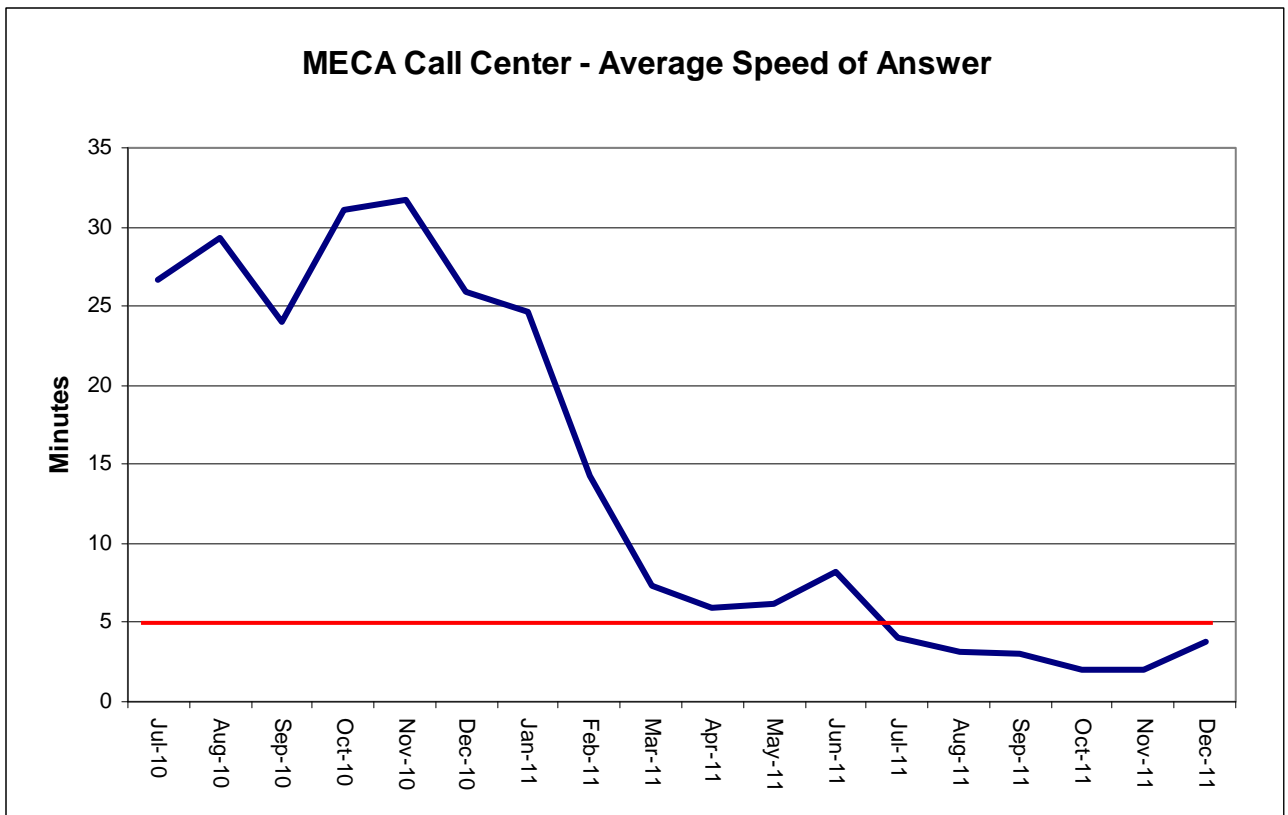
**Significance:** As the administrator of the Wisconsin Shares program in Milwaukee County, the Milwaukee Early Care Administration (MECA) must offer timely and appropriate customer service to customers with questions or individuals seeking benefits.

**Measurement Method:** Data is collected administratively by MECA.

**Target:** An average time-to-answer of 5 minutes or less.

**Owner:** Elaine Richmond, Division Administrator

**Progress:** Time-to-answer in December 2011 was 4 minutes. This is 22 minutes or 85% faster than time-to answer in December 2010. MECA was below the 5 minute target for the past 6 months, with a record low time-to-answer of 2 minutes in October and November.



Target Direction:



**Wisconsin Department of Children and Families Performance Measures**  
**Children attend high quality child care and early education programs.**

Performance Measure 7: PERCENTAGE OF YOUNGSTAR APPLICATIONS RECEIVED AND RATED

**Objective:** To receive YoungStar applications from all providers required to submit one, and to rate applications within a reasonable amount of time.

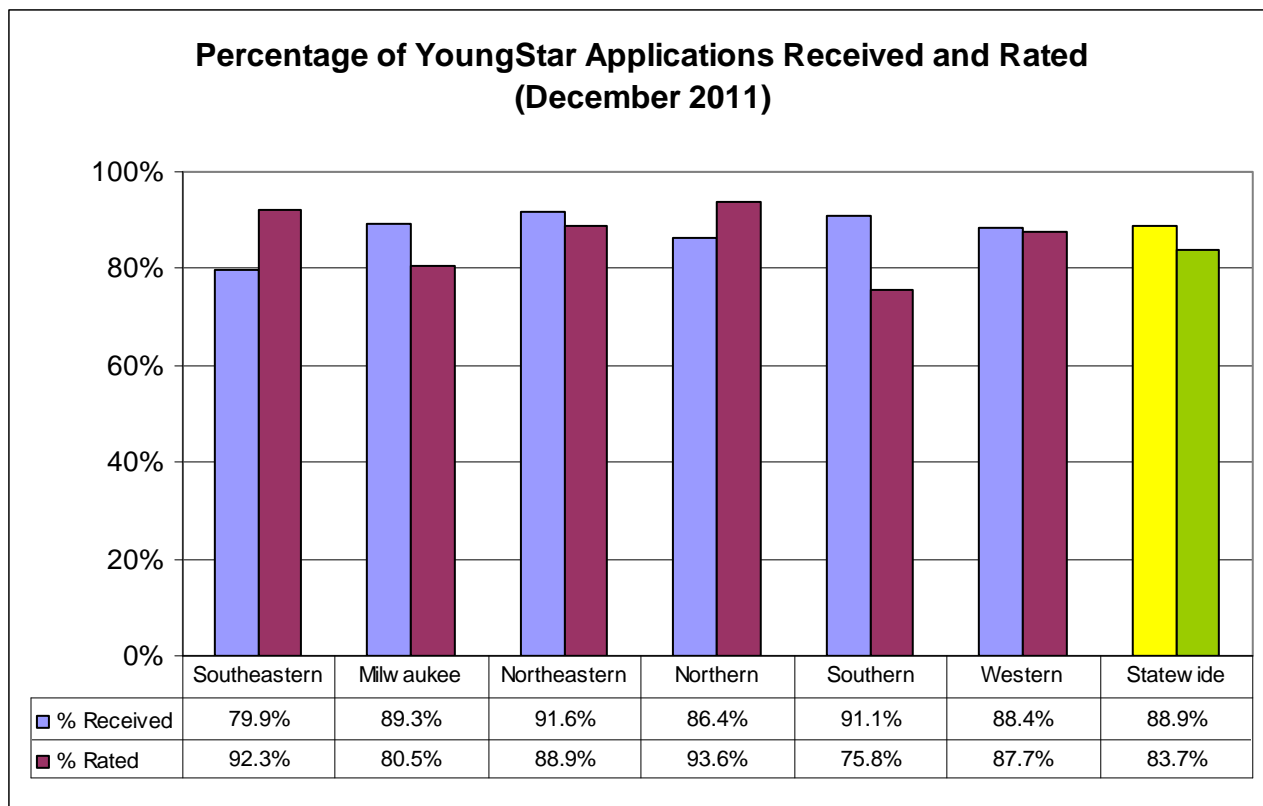
**Significance:** DCF is requiring all child care providers that serve children enrolled in Wisconsin Shares to apply to the YoungStar Program by July 1, 2012. DCF must then rate all applications to ensure the program can be fully implemented.

**Measurement Method:** DCF has calculated the number of providers that are required to submit YoungStar applications and manually calculates the percentage of these providers have applied each month. DCF also routinely tracks the percentage of total applications that have been full rated each month.

Target: 100% for each measure.

Owner: Elaine Richmond, Division Administrator

**Progress:** Of the providers required to submit YoungStar applications, 88.9% had done so by the end of December 2011. DCF has fully rated 83.7% of the applications it has received.





**Wisconsin Department of Children and Families Performance Measures**  
**Children attend high quality child care and early education programs.**

Performance Measure 8: PERCENTAGE OF CHILD CARE STAFF AT HIGHER LEVELS OF THE REGISTRY BY CHILD CARE REGION

**Objective:** To improve the skill level of Wisconsin's child care workforce.

**Significance:** DCF requires all workers in licensed child care facilities to enroll in the Registry. The Registry gives each worker a skill level of 1-17 based on a number of factors including educational background.

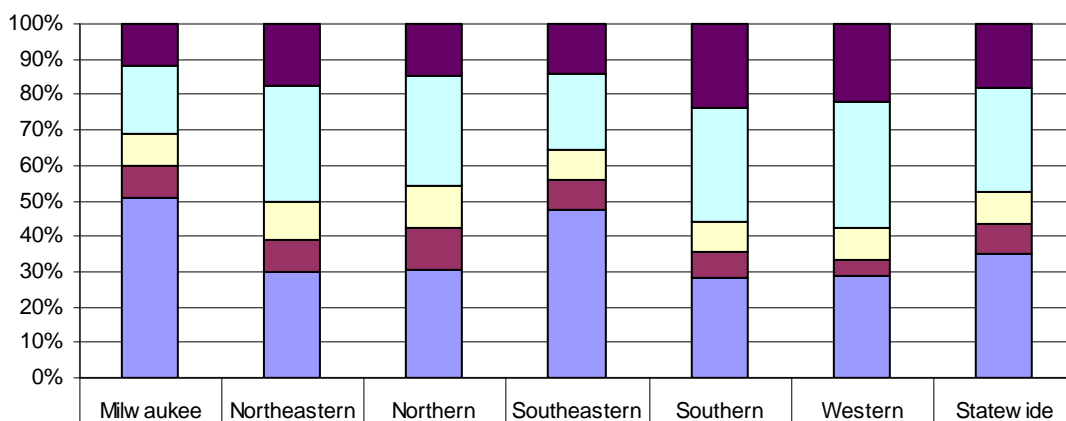
**Measurement Method:** The Registry sends DCF enrollment figures on a monthly basis. This chart looks at the percentage of child care workers in 5 tiers. No College Credit (Levels 1-5), 6 College Credits (6-7), Credential (8-10), Associates Degree (11-13), Bachelors or higher (14-17)






Target: No target.

Owner: Elaine Richmond, Division Administrator

**Progress:** Statewide 37% of child care professionals had at least an Associates Degree (AD). This level was highest in the Western Region where 57.6% of child care professionals had an AD or better. It was lowest in Milwaukee where only 31.2% had received at least an AD.

**Percentage of Child Care Workers in Registry at Progressive Levels of Skill  
(December 2011)**



 Bachelors Degree	11.6%	17.6%	14.8%	14.0%	23.5%	22.0%	18.0%
 Associates Degree	19.6%	32.9%	31.1%	21.5%	32.7%	35.6%	29.2%
 Credential	9.0%	10.7%	11.9%	8.7%	8.3%	9.2%	9.4%
 6 College Credits	8.7%	9.1%	11.7%	8.1%	7.1%	4.7%	8.1%
 No College Credit	51.1%	29.7%	30.4%	47.7%	28.5%	28.5%	35.2%

